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STATE PERSONNEL OFFICE: ROLES AND FUNCTIONS

by

THE NATIONAL ASSOCIATION OF STATE PERSONNEL EXECUTIVES

and

THE COUNCIL OF STATE GOVERNMENTS

NASPE
National Association of State Personnel Executives

The Council of State Governments

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FOREWORD

The Council of State Governments is pleased to release this study of the State Personnel Office Roles and Functions that looks at the state personnel executives in terms of their role in government and as the principal managers of the states' work forces. One of the primary goals of state personnel executives is to achieve more effective understanding and implementation of personnel management functions in order to attain greater efficiency and economy in state administration.

The information contained in this publication, which was prepared for the National Association of State Personnel Executives, assists states in implementing proposed managerial changes; suggests ways to prevent unnecessary duplication of actions; and gives guidance on how to reduce the cost of development of similar systems or procedures.

CSG is pleased to provide this text as a part of our commitment to improving state government. I hope you find it provocative and useful.

Carl W. Stenberg
Executive Director
The Council of State Governments

INTRODUCTION

A thorough understanding of the structure and function of any operation is essential to efficient administration. The availability of full and complete information aids lawmakers and executives in performing their duties.

This book, describing the role and function of the state personnel executive, is an attempt to provide an overview of their complex responsibilities in the administration of personnel policies and procedures.

Numerous questions were asked of each states' personnel executive, the person primarily responsible for the day-to-day operation of personnel functions. These questions merely scratched the surface of the challenges facing the state personnel executive. Their jobs involve the design and implementation of systems that provide for human resource planning, recruitment, selection, classification, compensation, performance evaluation, promotion, labor/management relations and even employee assistance and counseling.

The survey instrument was designed by NASPE staff, Linda Carroll, a research associate with the Council of State Governments and its executive committee members led by President Eugene H. Rooney, Deputy Administrator for the Massachusetts Department of Personnel Administration. Responses were received from the 50 states and Puerto Rico. California and Pennsylvania sent responses from the administrative arm of their personnel function, as well as from the civil service system. In total, 52 personnel jurisdictions are represented, including two each from California and Pennsylvania and excluding Texas, which has a decentralized system.

The book includes tables that provide the primary analysis of the questions. In addition, brief summary descriptions denote general trends in each area of personnel administration. The portion of this publication dealing with benefits was derived from an early survey conducted by the Assembly on Governmental Employees, a Washington-based research organization. NASPE staff incorporated the organization's 1985 data into a new survey and asked states to update the information. The information on benefits was compiled in September 1986.

CHAPTER 1

THE OFFICE OF STATE PERSONNEL EXECUTIVE: SELECTION, PLACEMENT, RESPONSIBILITIES, AND QUALIFICATIONS

The office of the state personnel executive varies as to method of selection, placement in state government and primary responsibilities. Table 1 contains information on state personnel executives and lists primary responsibilities of their offices. Table 2 lists the salary of each state personnel executive during the 1986 fiscal year, the minimum qualifications for the offices and the proper names of the agencies.

The State Personnel Executive

Thirty-five state personnel executives are appointed by their governors. Three of those states also require either a competitive exam (West Virginia) or certification by a personnel board (Missouri and Washington).

The personnel executive is appointed by a personnel board in five states. Six states report that the personnel executive is appointed by the head of their jurisdictional agency. In North Dakota, that appointment is made from a list of candidates selected by the personnel board. In Arkansas, the individual is selected by the department of administration director. In Massachusetts, the appointment is made from a list of candidates selected by the civil service commission. The remaining states report a variety of selection procedures.

Although not represented in the table, five states appoint personnel executives for four-year or five-year terms:

Hawaii - the executive is appointed for four years at the beginning of each governors term.

Massachusetts, Missouri and New Hampshire - the executive serves a four year term, with possibility of re-appointment.

New Jersey - the executive may serve for five years.

Table 2 indicates the annual salary, required qualifications and agency name for each personnel executive. The highest annual salary is found in the California Department of Personnel Administration, where at this writing, the salary is set at $78,209. The lowest salary was reported in North Dakota, where the salary range starts at $32,052 for the director of the Central Personnel Division of the Office of Management and Budget. The 49 states and one territory responding to this question collectively spend $2,813,976 in salaries to chief executives of personnel management systems, making the average salary $56,279.52. (The lowest salary was used for those states providing a range. Texas is not represented in these figures). In addition, Table 2 indicates the length of service of the current personnel executives. Thirty-six personnel executives have served less than five (5) years. The average length of service is four (4) years.

TABLE 1
THE OFFICE OF STATE PERSONNEL EXECUTIVE: SELECTION, PLACEMENT AND RESPONSIBLITIES

State or Jurisdiction	Method of Selection	Reports to Governor	Reports to Personnel Board	Directs Departmental Employees	Administers Policies of Personnel Board	Administers Merit Tests, Establishes Qualifications for Classified Employees	Maintains Roster of State Employees, Classification & Compensation Plans	Makes Budget Recommendations to Legislature	Other
Alabama	B		*	*	*	*	*	*	*
Alaska	G	*		*		*	*	*	
Arizona	D			*		*	*	*	
Arkansas	D(a)	*		*		*	*	*	
California SPB	B		*	*	*	*	*	*	*
DPA	G	*		*			*	*	*
Colorado	G	*	*	*	*	*	*	*	
Connecticut	D	D		*		*	*		
Delaware	G(b)	*		*	*	*	*	*	*
Florida	G	*		*		*	*	*	*
Georgia	G	*		*	*	*	*	*	*
Hawaii	G	*		*		*	*		*
Idaho	B		*	*	*	*	*	*	
Illinois	D	*		*	*	*	*	*	*
Indiana	G	*		*		*	*	*	*
Iowa	G	*		*		*	*	*	
Kansas	G	*		*		*	*	*	
Kentucky	G(c)			*		*	*	*	*
Louisiana	(d)	*	*	*	*	*	*		
Maine	G	*		*	*	*	*	*	*
Maryland	G	*		*		*	*	*	*
Massachusetts	(e)	*		*		*	*	*	
Michigan	B			*	*	*	*	*	*
Minnesota	G	*		*		*	*	*	*
Mississippi	B		*	*	*	*	*	*	*
Missouri	G(f)	*		*	*	*	*	*	*
Montana	(g)			*	*	*	*	*	*
Nebraska	G	*		*		*	*		*
Nevada	G	*	*	*	*	*	*	*	*
New Hampshire	D	*		*		*	*		
New Jersey	G	*	*	*	*	*	*	*	
New Mexico	G	*	*	*	*	*	*	*	
New York	G	*		*	*	*	*	*	
North Carolina	G	*	*	*	*	*	*	*	*
North Dakota	D(h)	*	*	*	*	*	*		
Ohio	G	*		*	*	*	*	*	*
Oklahoma	G	*		*	*	*	*	*	
Oregon	D	*		*		*	*	*	*
Pennsylvania									
CSC	(i)		*	*	*	*	*		*
BP	G	*		*	*	*	*		*
Rhode Island	D					*	*	*	*
South Carolina	(j)	*	(j)	*	(j)	*	*	*	*
South Dakota	G	*	*	*	*	*	*	*	
Tennessee	G	*		*		*	*	*	*
Texas					(k)				
Utah	G	*		*		*	*	*	*
Vermont	G	*		*		*	*	*	*
Virginia	G	*	*	*		*	*	*	
Washington	G(l)		*	*	*	*	*	*	
West Virginia	G(m)	*	*	*	*	*	*	*	
Wisconsin	G	*		*	*	*	*	*	
Wyoming	G	*		*		*	*		
Puerto Rico	G				(N)				
TOTALS	D(8),G(33),B(5)	39	15	50	27	50	51	42	30

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY:
B-Appointment by personnel board
D-Appointment by department head
G-Appointment by governor

FOOTNOTES:

(a) Selected by state administration director, confirmed by the governor.
(b) Reports to the governor and serves as executive secretary to the board, does not report to the board.
(c) The commissioner serves as an adviser to the board and reports to the governor and the board by Oct. 1 each year.
(d) Appointed by the Louisiana Civil Service Commission following a competitive examination.
(e) Massachusetts' Civil Service Commission submits three names to the secretary of administration and finance, who appoints the personnel administrator with the governor's consent. The personnel administrator serves a four-year term.
(f) From candidates certified by the Personnel Advisory Board.
(g) Selected through procedures specified in the Montana recruitment and selection rules.
(h) Director of Office of Management and Budget makes final choice from among candidates presented by the State Personnel Board.
(i) Selected by competitive examination.
(j) Selected by and reports to State Budget and Control Board, a five-member board chaired by the governor.
(k) Decentralized personnel system.
(l) From three candidates recommended by the Personnel Board.
(m) From list of eligible candidates following competitive examination.
(n) Information not available.

(+) Other responsibilities specified.

Alabama - Appointed by employees of Personnel Board, removed for cause; secretary to Board.
Arizona - Administers personnel rules and policies.
California - (State Personnel Board). Oversees all aspects of merit employment; (Department of Personnel Administration) - Represents governor in bargaining with employee representatives; administers training, performance evaluation, benefit, labor relations and staff reduction programs.
Connecticut - Supervises affirmative action activities; conducts collective bargaining negotiations and labor management programs; administers management relations and personnel development programs, job analysis and evaluation, workers' compensation.
Delaware - Administers affirmative action programs; development and training; coordinates labor relations for the executive branch.
Florida - Represents governor in collective bargaining negotiations; supports state agency employee training programs; administers group insurance, retirement benefit programs.
Georgia - Administers health insurance plan, deferred compensation plan, flexible benefit plan; coordinates training programs; serves as secretary to Personnel Board; reviews salary payments for compliance with the Personnel Board Rules.
Hawaii - Conducts recruitment and examinations, training and safety programs, classification and compensation review, employee services, labor relations.
Illinois - Negotiates collective bargaining agreements.
Indiana - Administers affirmative action, rules, medical-dental plans for employees, training and continuing education; publishes newsletter; processes applications; performance appraisals; approves payroll; establishes new personnel programs and policies.
Maine - Administers all aspects of employee relations and collective bargaining, workers' compensation program; training and development programs.
Maryland - Administers equal opportunity employment program; adjudicates employee grievances and appeal of disciplinary actions; administers state employee training and development program and health benefits.
Michigan - Administers employee benefits, rules of employment conditions, employee development and assistance, grievance and unfair labor practices charge, technical appeals (including selections and classification issues); regulates collective bargaining system, conducts representation elections for exclusive collective bargaining agents.
Minnesota - Negotiates contracts with 16 bargaining units; represents state in labor disputes.
Missouri - Recommends pay plan revisions for approval by the Board and governor; directs central training function for all state agencies; participates in central labor relations; develops standard performance appraisal system for the state.
Montana - Collective bargaining supervisor; administers health benefits, deferred compensation, training and award programs, affirmative action.
Nebraska - Promulgates system rules and regulations; administers health and life insurance benefits; coordinates labor relations programs.
New York - Oversees agency affirmative action programs under governor's order; administers health insurance programs.
North Dakota - Administers statewide appeal mechanism.
Oregon - Maintains personnel system statewide.
Pennsylvania - (Civil Service Commission) - appoints staff; attends Commission meetings; recommends rules and amendments; investigates impact of Civil Service Act; appoints deputy; makes biennial report. (Bureau of Personnel) - Develops personnel policy for all agencies under governor's jurisdiction; reviews and evaluates personnel programs; develops and administers senior management executive programs; administers training programs; negotiates collective bargaining.
Rhode Island - Principal responsiblitiy is program planning, directing and managing the overall operation of the State's personnel management system and enforcement of the Merit System Law. This office consults with the Governor, Legislature, Labor Relations Office and department officials on personnel policy issues and practices and recommends to the chief executive or legislative body changes in personnel policies and practices. Further, this office responds to the Governor, Legislature, department officials, press and general public on relevant issues.
Tennessee - Administers provisions of Civil Service Act, rules of the Department of Personnel, inlcuding employment practices, classification, compensation, job performance planning and evaluation, attendance and leave, affirmative action, appeals and grievance procedures; acts as secretary of Civil Service Commission.
Utah - Establishes rules and regulations.
Vermont - Negotiates collective bargaining agreements; administers employee benefits; handles employee grievances.

TABLE 2
1986 PERSONNEL EXECUTIVES: SALARY, LENGTH OF SERVICE, QUALIFICATIONS, AGENCY NAME

	Annual Salary	Length of Service	Qualifications	Agency Name
Alabama	$65,000	5	NR	Personnel Department
Alaska	$62,500/$74,472 (a)	3	(d)	Division of Personnel
Arizona	$65,858	9	NR	Personnel Division
Arkansas	$44,000	6	(d)	Office of Personnel Management
California	$78,209 (DPA)	2	NR	Department of Personnel Administration (DPA)
	$68,460 (SPB)	2	(d)	State Personnel Board (SPB)
Colorado	$64,525	4	(d)	Department of Personnel
Connecticut	$54,822/$67,019 (a)	11	(d)	State Personnel Division
Delaware	$57,500	1	NR	Office of State Personnel
Florida	$58,500	1	NR	Department of Administration
Georgia	$64,000	8	NR	Personnel Administration
Hawaii	$50,450	3	NR	Department of Personnel Services
Idaho	$52,187	2	NR	Personnel Commission
Illinois	$38,364/$59,292 (a)	5	(d)	Bureau of Personnel
Indiana	$62,000	5	(d)	Department of Personnel
Iowa	$46,000	1	(d)	Department of Personnel
Kansas	$54,720	1	NR	Division of Personnel Services
Kentucky	$54,624	2	(d)	Department of Personnel
Louisiana	$50,760	3	(d)	Department of Civil Service
Maine	$53,000	5	NR	Department of Personnel
Maryland	$66,500	1	NR	Department of Personnel
Massachusetts	$73,156	3	NR	Department of Personnel Administration
Michigan	$73,800	4	(d)	Department of of Civil Service
Minnesota	$59,774	3	NR	Department of Employee Relations
Mississippi	$44,280	2	(d)	State Personnel Board
Missouri	$44,450	13	(d)	Division of Personnel
Montana	$32,900/$42,638 (a)	1	(d)	Personnel Division
Nebraska	$39,314	1	(d)	Department of Personnel
Nevada	$48,844/44,730 (a)(b)	1	(d)	Department of Personnel
New Hampshire	$38,918/$50,143 (a)	2	NR	Department of Personnel
New Jersey	$70,000	5	NR	Department of Civil Service
New Mexico	$45,000	2	NR	Personnel Office
New York	$75,445	3	NR	Department of Civil Service
North Carolina	$61,040(a)	1	NR	Office of State Personnel
North Dakota	$32,052/$47,712 (a)	1	(d)	Office of Management & Budget
Ohio	$47,000	1	NR	Personnel Division
Oklahoma	$50,000	5	NR	Office of Personnel Management
Oregon	$50,304	3	NR	Division of Personnel
Pennsylvania	$51,893 (CSC)	9	(d)	Civil Service Commission (CSC)
	$54,900 (BP)	11	(d)	Bureau of Personnel (BP)
Rhode Island	$52,000	10	(d)	Office of Personnel Administration
South Carolina	$61,450	2	NR	Division Human Resource Management
South Dakota	$43,000	2	(d)	Bureau of Personnel
Tennessee	$53,000	.5	NR	Department of Personnel
Texas	Personnel System is Decentralized			
Utah	$48,000	1	(d)	Division of Personnel Management
Vermont	$42,577.60	2	NR	Department of Personnel
Virginia	$61,480	2	NR	Department of Personnel Training
Washington	$64,000	19	(d)	Department of Personnel
West Virginia	$36,500	1	(d)	Civil Service System
Wisconsin	$59,440 (c)	3	NR	Department of Employee Relations
Wyoming	$58,135	12	(d)	Personnel Division
Puerto Rico	$39,500	1	NR	Central Office of Personnel Admin.

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

(a) Formal qualifications or provisions.
(b) Nevada salary depends upon retirement plan selected.
(c) Wisconsin's Administrator of Merit Recruitment is paid $46,500.
(d) Other requirements specified below.

KEY: NR-No legal requirements for the position of personnel director.

FOOTNOTES:

Alaska - Three years of practical work experience in the field of personnel administration are required.
Arkansas - A bachelor's degree and six years experience are required.
California (SPB) - The State Personnel Board requires permanent civil service status and an extensive managerial and program administrative experience.
Colorado - Experience can substitute for education and or education for experience.
Connecticut - General Statutes provide that the Director of Personnel and Labor Relations/Deputy Commissioner in the Department of Administrative Services should be appointed on the basis of ability in the field of personnel administration.
Illinois - A master's degree is required as well as three years of managerial experience. Experience can be substituted for education.
Indiana - Experience can be substituted for education.
Iowa - Experience can be substituted for education.
Kentucky - A bachelor's degree and five years experience are required. Experience can be substituted for education and vice-versa.
Louisiana - Two years of professional experience in personnel at least equivalent to that of an assistant division chief is required.
Michigan - A bachelor's degree and 10 years experience required, the latter depending upon level of experience. Experience can be substituted for education.
Mississippi - A master's degree and five years of experience are required.
Missouri - A bachelor's degree and six years of experience, four at managerial level, are required.
Montana - A bachelor's degree and five years experience are required. Experience can be substituted for education and vice-versa.
Nebraska - A bachelor's degree and five years experience are required.
Nevada - A bachelor's degree is required. Education can be substituted for experience. Experience requirement determined by the Personnel Commission.
North Dakota - A bachelor's degree and five years experience are required. Education can be substituted for experience and vice-versa.
Pennsylvania (CSC) - A master's degree is required. Experience can substitute for education and vice-versa. Eight years experience, including five years in directing and managing a major personnel function are required.
Pennsylvania (BP) - A bachelor's degree and seven years experience are required. Experience can substitute for education and vice-versa.
Rhode Island - A bachelor's degree and five years experience are required.
South Dakota - Two years personnel experience is required.
Utah - A master's degree and eight years experience are required. Education can substitute for experience and vice-versa.
Washington - Must have had personnel management experience.
West Virginia - A bachelor's degree is required.
Wyoming - Five years experience is required.

Structure/Functions

Table 3 illustrates the structure and functions found in state personnel administration. For the purposes of describing the table, the personnel entity responding to the survey is referred to as a personnel jurisdiction. The summary figures, Table 4, are based on responses from 52 personnel jurisdictions. Two seperate responses are inlcuded from California and Pennsylvania. In total; the territory of Puerto Rico and 49 states are represented. Texas is not included in these figures because it is a decentralized personnel system.

The legal basis for the personnel executive is established by statute in 39 of the 52 personnel jurisdictions responding to the survey. Nine (9) states report that their authority is granted by a combination of constitution, statute and executive order and three (3) states indicate their authority was created through their constitutions. Pennsylvania's Personnel Board was established by executive order.

When asked the question, "Is the Department of Personnel part of a larger agency or is it a separate agency with independent department status?," 34 personnel jurisdictions indicated they were a separate agency and 18 were part of a larger agency.

States also were asked to identify which of 13 functions/activities were performed in personnel and if those functions were centralized in the personnel jurisdiction. Table 4 provides a summary of the responses to that question.

The definition for each of the 13 personnel functions identified may vary from state to state. The following is a brief description of what those might encompass.

Human resource planning - Establishing balance between employee benefits and employee contributions in exchange for those benefits. The goal is to attract and retain high quality employees in the public sector.

Classification - Grouping all positions with similar duties, authorities, qualification requirements and levels of responsibility.

Recruitment - Establishing procedures for announcing state job opportunities to state agencies, minority organizations and universities so that a broad exposure is provided; reviewing applications on file that were received within a specified time frame. Additional efforts may be necessary to insure an adequate pool of applicants are available for the position.

Selection - Establishing the criteria or basis for employment. Insuring that an applicant has achieved minimum training and experience requirements and that no extraneous factors, such as race, sex, religion, age, color, creed, marital status, physical handicaps, national origin or political opinions or affiliations are considered as a basis of employment. Additional criteria should be considered that may inlcude appearance, personality, voice and speech, attitude, motivation, experience, education, job stability or overall suitability.

Labor management cooperation - Procedures that supplement the collective bargaining process and should not be viewed as an alternative or replacement. The system ideally allows for the involvement of employees in the decisions that affect them in the work place.

Performance evaluation - Defining expected standards of performance and completing critiques of employees on the basis of goals and objectives set by the employee and the supervisor.

Promotion - Procedures for changing an employee from one class of work to a different class of work at a higher pay grade.

Employee assistance and counseling - Programs that offer free, confidential and professional counseling for employees with unresolved problems.

Human resource development & training - Increasing competency at all work levels through on-the-job training programs, seminars, college and university courses and through other community or office-based learning sources.

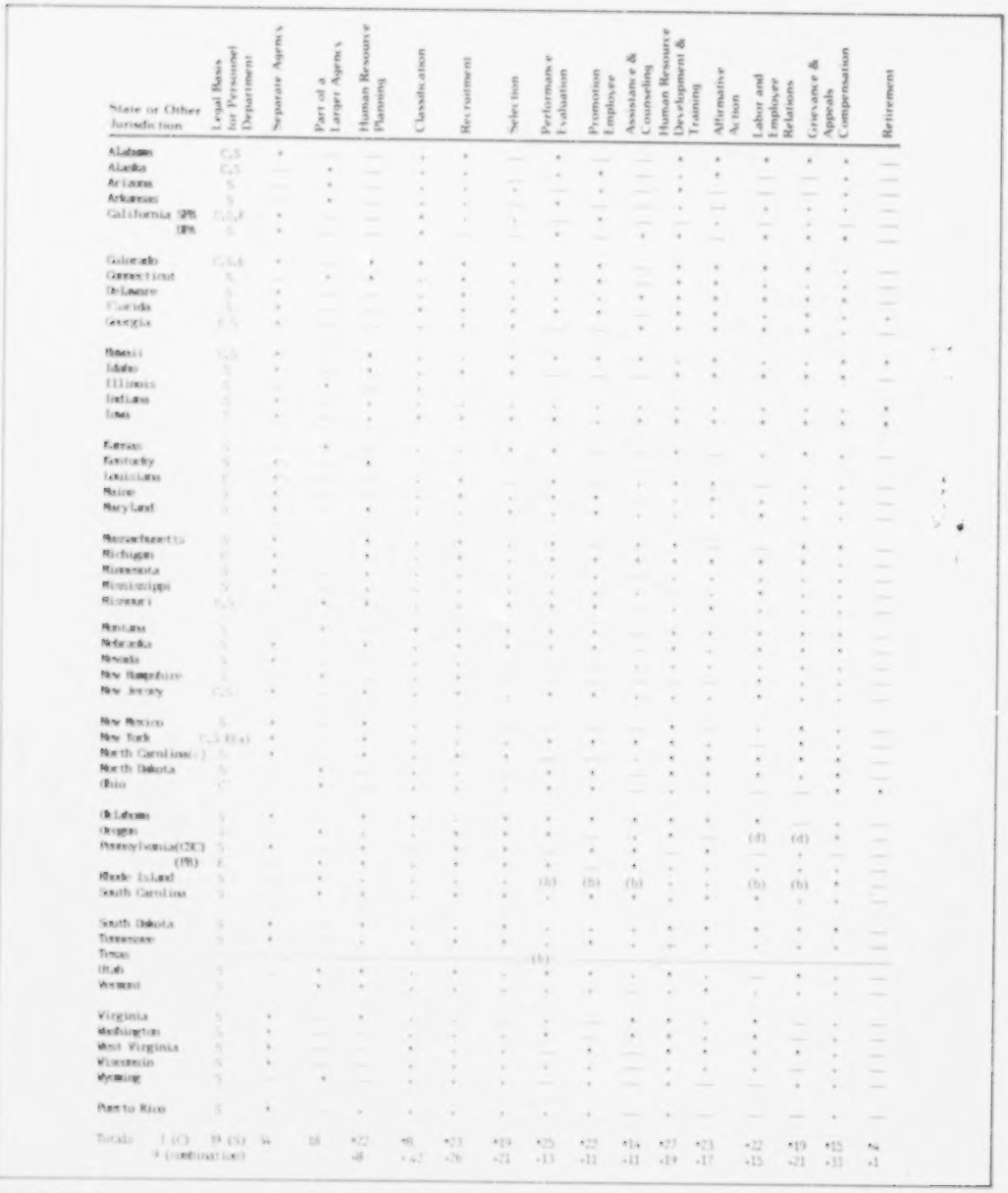
Affirmative action - Policy that establishes the employment and upward mobility of minorities, handicapped and females in those areas where those individuals are found to be underutilized.

Grievance and appeals - Procedures that allow formal review of employee/supervisor conflicts by a higher level of authority.

Compensation - Pay program that ensures internally equitable and externally competitive salaries for state government jobs.

Retirement - Policy establishes clear dates and ages for retirement. Retirement programs frequently are operated independently of the central personnel function.

TABLE 3
STATE PERSONNEL ADMINISTRATION: STRUCTURE AND FUNCTIONS



State or Other Jurisdiction	Legal Basis for Personnel Department	Separate Agency	Part of a Larger Agency	Human Resources Planning	Classification	Recruitment	Selection	Performance Evaluation	Promotion Employee Assistance & Counseling	Human Resource Development & Training	Affirmative Action	Labor and Employee Relations	Grievance & Appeals Compensation	Retirement
Alabama	C,S	•			•	•		•		•	•	•	•	
Alaska	C,S		•		•	•		•	•	•	•		•	
Arizona	S		•		•	•		•	•	•			•	
Arkansas	S		•		•	•		•		•			•	
California (SPB	C,S,E	•			•	•		•	•	•		•	•	
DPA	S	•			•	•		•		•		•	•	
Colorado	C,S,E	•		•	•	•	•	•	•	•	•	•	•	
Connecticut	S		•	•	•	•	•	•	•	•	•	•	•	
Delaware	S	•			•	•	•	•	•	•	•	•	•	
Florida	S	•			•	•	•	•	•	•	•	•	•	
Georgia	E,S	•			•	•	•	•		•	•	•	•	•
Hawaii	C,S	•		•	•	•	•	•	•	•	•	•	•	
Idaho	S	•		•	•	•	•	•	•	•	•	•	•	•
Illinois	S		•		•	•		•		•	•	•	•	
Indiana	S	•			•	•	•	•	•	•	•	•	•	•
Iowa	S	•			•	•	•	•	•	•	•	•	•	•
Kansas	S		•		•	•	•	•		•		•	•	
Kentucky	S	•		•	•	•	•	•		•	•	•	•	
Louisiana	C	•			•	•		•		•	•		•	
Maine	S	•			•	•	•	•	•	•	•	•	•	
Maryland	S	•		•	•	•	•	•	•	•	•	•	•	
Massachusetts	S	•		•	•	•	•	•	•	•	•	•	•	
Michigan	C	•		•	•	•	•	•	•	•	•	•	•	
Minnesota	S	•		•	•	•	•	•	•	•	•	•	•	
Mississippi	S	•		•	•	•	•	•	•	•	•	•	•	
Missouri	C,S		•	•	•	•	•	•	•	•	•	•	•	
Montana	S		•		•	•	•	•	•	•	•	•	•	
Nebraska	S	•		•	•	•	•	•	•	•	•	•	•	
Nevada	S	•			•	•		•		•	•	•	•	
New Hampshire	S		•		•	•		•		•		•	•	
New Jersey	C,S	•		•	•	•	•	•	•	•	•	•	•	
New Mexico	S	•		•	•	•		•		•		•	•	
New York	C,S,E(a)	•		•	•	•	•	•	•	•	•	•	•	
North Carolina(c)	S	•		•	•	•	•			•	•	•	•	
North Dakota	S		•		•	•		•	•	•	•	•	•	
Ohio	C		•		•	•	•	•	•	•	•	•	•	•
Oklahoma	S	•		•	•	•	•	•	•	•	•	•		
Oregon	S		•	•	•	•	•	•		•		(d)	(d)	•
Pennsylvania(GC)	S	•		•	•	•	•		•	•	•		•	
(PR)	E		•	•		•	•	•		•				
Rhode Island	S		•	•	•	•	•	(b)	(b)	(b)	•	(b)	(b)	•
South Carolina	S		•	•	•	•	•	•	•	•	•	•	•	•
South Dakota	S	•		•	•	•	•	•	•	•	•	•	•	•
Tennessee	S	•		•	•	•	•	•	•	•	•	•	•	•
Texas								(b)						
Utah	S		•	•	•	•	•	•	•	•	•		•	•
Vermont	S		•	•	•	•	•	•	•	•	•	•	•	•
Virginia	S	•		•	•	•	•	•	•	•	•	•	•	•
Washington	S	•			•	•	•	•		•	•	•	•	•
West Virginia	S	•			•	•	•		•	•	•	•	•	•
Wisconsin	S	•			•	•	•	•	•	•	•	•	•	•
Wyoming	S		•		•	•	•		•	•			•	•
Puerto Rico	S	•		•	•	•	•	•	•	•	•	•	•	•
Totals: J (C)	39 (S)	14	18	•22	•8	•23	•19	•25	•22	•16	•27	•23	•22	•19	•15	•4
* (combination)				•8	•42	•26	•21	•13	•11	•11	•19	•17	•15	•21	•33	•1

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY:
C Constitution
S Statute
E Executive order
* function performed by personnel administrator in decentralized agency department.
• function performed by personnel administrator and centralized in primary agency for all state personnel.
(a) Also, Civil Service Commission regulations.
(b) Decentralized system.
(c) Also, safety and health (OSHA compliance), worker's compensation, unemployement compensation, temporary employee services, wellness programs coordination.
(d) Split with Labor - Relations division between represented and non-represented employees.

TABLE 4
SUMMARY OF FUNCTIONS PERFORMED BY PERSONNEL ADMINISTRATORS

Personnel Entity	* Functions Performed by Personnel Administrator in Decentralized Agency	* Functions Performed by Personnel Administrator and Centralized in Primary Agency for All State Personnel
Human Resource Planning	22	8
Classification	8	42
Recruitment	23	26
Selection	19	21
Performance Evaluation	25	13
Promotion	22	11
Employee Asst. & Counseling	14	11
Human Resource Development and Training	27	19
Affirmative Action	21	17
Labor & Employee Relations	22	15
Grievance & Appeals	19	21
Compensation	15	11
Retirement	4	1

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

OFFICE STRUCTURE AND OPERATIONS OF STATE PERSONNEL ADMINISTRATION

Employees Performing Personnel Duties

Table 5 provides a detailed look at the number of employees assigned to the primary personnel agency. The number ranges from 13 in North Dakota to 849 in New York, for an average of 134 employees. Table 5 also indicates the number of employees performing personnel duties in line agencies in each personnel jurisdiction. Thirty of the states responding to this question indicated a greater number of employees associated with personnel duties in the line agencies than in the primary jurisdiction. Those individuals generally serve as a conduit for all state employees and assist both the personnel jurisdiction and the employee in speedy resolution of administrative matters.

TABLE 5
NUMBER OF EMPLOYEES PERFORMING PERSONNEL DUTIES IN PRIMARY JURISDICTION AND LINE AGENCIES FOR FY 1987

	Number of Employees in Primary Jurisdiction	Number of Employees in Line Agencies Performing Personnel Duties
Alabama	65	(a)
Alaska	64	100
Arizona	99.5	0
Arkansas	75	215
California (DPA)	173	1,250
California (SPB)	367.8	(a)
Colorado	79.2	300
Connecticut	143	213
Delaware	42	(a)
Florida	119	(a)
Georgia	165	271
Hawaii	100	119
Idaho	38	25
Illinois	147	(a)
Indiana	86	300
Iowa	96.5	73
Kansas	60	217
Kentucky	107	322
Louisiana	146	200
Maine	60	60
Maryland	343	340
Massachusetts	227	450
Michigan	234.1	350
Minnesota	77	180
Mississippi	(a)	(a)
Missouri	96	(a)
Montana	38	65
Nebraska	31	150
Nevada	57	56.5
New Hampshire	25	(a)
New Jersey	476	400
New Mexico	75	(a)
New York	849	469
North Carolina	138	560
North Dakota	13	48
Ohio	183	(a)
Oklahoma	95	(a)
Oregon	74	120
Pennsylvania (CSC)	178	385
Pennsylvania (BP)	108	976
Rhode Island	90	90
South Carolina	117	289
South Dakota	27.6	30
Tennessee	116	(a)
Texas	—	1,023
Utah	30	55
Vermont	35	30
Virginia	75	2,000
Washington	200	900
West Virginia	56	90
Wisconsin	105	(a)
Wyoming	31	32
Puerto Rico	262	(a)
TOTAL	6,689.10	12,753.50
AVERAGE	133.79	327.01
Jurisdictions Responding	50	39

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY: (a) Unknown or No Response

CHAPTER 2

PERSONNEL ADMINISTRATION BUDGETS AND FUNDING SOURCES

Table 6 represents the budget figures for each state personnel jurisdiction for fiscal year 1985 and 1986. The funding source for this budget also is noted. Categories of funding sources include state appropriations, trust and agency accounts, administrative fees, interagency transfers and other.

Several states reported the inclusion of special appropriations for other responsibilities assigned to the personnel jurisdiction. An example of this is the annual budget for Connecticut, which includes costs for all aspects of administering the workers' compensation program. Specifics about the programs covered in each state personnel budget should be directed to the state personnel executive. A detailed listing of those individuals appears in Appendix A.

TABLE 6
FY 85 AND FY 86
PERSONNEL JURISDICTION BUDGETS, PERCENT INCREASE AND FUND SOURCE IN MILLIONS OF DOLLARS

PERSONNEL JURISDICTION'S ANNUAL BUDGET				FUNDING SOURCE				
STATE	FY 86	FY 85	% Change	State Appropriations FY 86/85	Trust and Agency Accounts FY 86/85	Administrative Fees FY 86/85	Interagency Transfers FY 86/85	Other FY 86/85
Alabama	2.419	2.166	+12%				2.419/2.166	
Alaska	3.350	3.250	+ 3%	2.847/2.885			.503/.368	
Arizona	3.173	2.847	+11%	3.173/2.847				
Arkansas	2.581	2.100	+23%	2.581/2.100				
California (SPB)	25.106	24.854	+ 1%	21.742/21.374			3.364/3.480	
California (DPA)	10.343	10.340	0	7.473/5.653				2.870/4.687
Colorado	3.153	3.005	+ 5%	2.915/2.766			.238/.238	
Connecticut	32.061	26.623[b]	+20%	32.061/26.623				
Delaware	1.432	1.166	+23%	1.218/.924			.214/.240	
Florida	5.967	6.054	- 1%	.468/.507	5.498/5.547			
Georgia	262.916	172.786	+52%(e)		256.669/167.174		6.247/5.612(e)	
Hawaii	3.100	2.800	+11%	3.100/2.800				
Idaho	1.405	1.392	+ 1%	- 0 -			1.405/1.392	
Illinois	4.812	4.469	+ 8%	4.812/4.469				
Indiana	2.825	2.852	- 1%	2.825/2.852				
Iowa	1.605	1.563	+ 4%	1.562/1.526			.061/.016	
Kansas	2.715	2.554	+ 6%	2.715/2.554				
Kentucky	7.755	7.724	0	4.251/4.345	3.103/2.979		.400/.400	
Louisiana	4.085	5.042	-19%	4.085/5.042				
Maine	1.996	1.684	+18%	1.996/1.684				
Maryland	318.834	320.892	- 1%	11.041/14.723			309.850/306.111	
Massachusetts	7.283	6.473	+12%	6.117/6.006		.250/0		.915/.467
Michigan	17.987	16.758	+ 7%	14.300/13.700	2.653/2.348	.009/.007	1.025/703	
Minnesota	4.302	4.249	+ 1%	3.241/3.796	[c]39.000/0	.439/.454		
Mississippi	2.223	1.984	+12%	2.223/1.984				
Missouri	2.419	2.127	+14%	2.389/2.097	.030/.030	.200/.200		
Montana	1.100	1.100	0	900/900				
Nebraska	.965	1.012	- 4%	965/1.012				
Nevada	2.405	2.110	+14%					2.405/2.110
New Hampshire	.733	.622	+18%	.733/.622				
New Jersey	15.853	16.587	- 4%	15.853/16.587				
New Mexico	3.011	2.909	+ 3%	3.011/2.909				
New York	33.410	30.481	+ 9%	27.034/24.900				6.376/5.581
N Carolina	5.193	4.831	+ 7%	5.106/4.619				.87/211
N Dakota	.842(d)			.413(d)				.428(d)
Ohio	719.140	687.693	+ 4%	.177/.055	709.800/676.000	9.116/11.638		
Oklahoma	4.800	4.416	+ 9%	4.800/4.416				
Oregon	3.300	2.600	+27%			3.300/2.600		
Penn. (CSC)	7.588	6.966	+ 9%	.001/.001		.051/.063	7.536/6.902	
Penn. (HF)	4.299	3.934	+ 9%	3.120/2.778			1.179/1.156	
Rhode Island	2.971	2.705	+10%	2.971/2.705				
S Carolina	4.065	4.425	- 8%	2.922/2.557				1.142/1.867
S Dakota	.987557	.728173	+36%	.441280/.449934				
Tennessee	4.693	4.150	+13%	3.244/2.902			.965/.804	
							1.448/1.247	
Texas	*Personnel System is basically decentralized							
Utah	1.500	1.500	0	1.384/1.384		.036/.036	.040/.060	.040/.040
Vermont	1.502	1.727	-13%	1.007/1.182	.039/.038		.445/.506	.010/0
Virginia	4.723	3.817	+24%	4.723/3.817				
Washington	19.884	16.058	+24%	0/.280				19.884/15.778
West Virginia	1.252	1.173	+ 7%	1.252/1.173				
Wisconsin	4.900	4.100	+19%	4.900/4.100				
Wyoming	1.283	1.266	+ 1%	1.186/1.174	.061/.056	.035/32		
Puerto Rico	3.991	4.102	- 2%	3.793/3.893			.198/.208	

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY:

(a) Total includes approximately 26.360 in worker's compensation costs involving medical payments; indemnity payments.; administrative costs and loss control activities.

(b) Total includes approximately 21.800 in worker's compensation costs as outlined in footnote (a).

(c) Includes life and health insurance.

(d) Biennial appropriations.

(e) Total includes the expansion of health coverage to a group of school system employees.

CHAPTER 3

TRENDS IN STATE PERSONNEL ADMINISTRATION

Two areas were identified as personnel administration programs where considerable change already has taken place and where change and implementation may be expected. Those areas are the automation of personnel administration and the identification of public/private relationships directed at the state employee. A third area of interest in state personnel administration is collective bargaining, which, as you can see in Table 8, has remained relatively stable.

Automation of State Personnel Administration

State personnel executives were asked to report on the use of a centralized computer for any of five distinct personnel administrative procedures. The findings show that 44 have automated personnel records or employee histories, payroll is computerized in 40 jurisdictions, 32 currently have a plan to automate testing and/or certification, nine jurisdictions have automated the job evaluation function and fringe benefit summaries are computerized in 22 states. Table 7 provides a detailed, state-by-state look at this question.

Formal Programs Conducted with the Private Sector

Only nine states reported any formal or structured relationship with the private sector. Of those states, all indicated that their cooperative agreements improved the state employee's skills and improved the specific agency programs that were targeted. A description of the programs follows:

Colorado - Personnel staff attend training courses, employ salary services and participate in other programs in conjunction with the Montana State Employee's Council.

Indiana - The Personnel Department coordinates the "Success" program, whereby university students and private sector officials are recruited to help improve agency programs.

Maryland - Loaned executive and training programs are conducted with non-profit organizations.

New Jersey - Some participation in the States Certified Public Managers Program is from industry.

Rhode Island - Participation in career days for career recruitment to Rhode Island state government; employee interchange with public and private sector permissible by law, per cooperative agreement.

Texas - The private sector has assisted in training programs and operational audits.

Utah - Supervisor training is conducted in cooperation with private sector officials.

Washington - Private sector consultants provide special training seminars.

Wisconsin - Employee interchange with the private sector is possible.

TABLE 7
PERSONNEL FUNCTIONS HANDLED THROUGH A CENTRALIZED COMPUTER SYSTEM

State	Personnel Records	Payroll	Testing Certification	Job Evaluation	Fringe Benefit Summaries
Alabama	*		*		
Alaska		*			
Arizona		(f)	*		(f)
Arkansas	*	*	*	*	*
Calif. (SBA)	*	*	*		*
Calif. (DPA)	*	*			
Colorado	*	*	*		*
Connecticut	*	*	*		*
Delaware	*	*			
Florida	*	*	*	*	*
Georgia	*	(g)	*		(g)
Hawaii	*	*	*		*
Idaho	*	*			*
Illinois	*	*	*		*
Indiana	*	*	*		*
Iowa	*	*	*		
Kansas	*	*	*		
Kentucky		*	*		*
Louisiana		*			
Maine	*	*	*		
Maryland	*		*		*
Massachusetts		*	*		
Michigan	*	*	*		*
Minnesota		*	*		*
Mississippi	*		(b)		*
Missouri		*			
Montana		*			*
Nebraska		*			*
Nevada	*	*	*		
New Hampshire	*	*			
New Jersey	(a)	*	(c)		*
New Mexico			*		
New York		*	*		
North Carolina	*				(f)
North Dakota		*	*	*	
Ohio*		*		*	
Oklahoma	*		*		
Oregon	*	*	*		
Pennsylvania(CSC)*	*	*	*	*	*
Pennsylvania (BP)*	*	*	*		
Rhode Island	*		(d)		
South Carolina	*		*		
South Dakota	*	*	*	*	
Tennessee	*	*	*	*	
Texas (Decentralized)					
Utah	*	*		*	*
Vermont	*	*			*
Virginia	*	*			*
Washington	*	*	(d)	*	
West Virginia			*		
Wisconsin	*	*	*		
Wyoming	*	*	*		
Puerto Rico			(e)		
TOTAL	44	40	33	9	21

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY: (a) Personnel records were scheduled to be computerized by October, 1986.
(b) Testing is not computerized, certification is computerized.
(c) Certification will be computerized by 1988.
(d) Certification is computerized.
(e) Certification is computerized, testing is not.
(f) Fringe benefit summaries soon will be computerized.
(g) All salaries payments are reviewed for compliance with personnel board rules. On July 1, 1986, fringe benefit summaries were begun as a part of the flexible benefit plan.

TABLE 8
COLLECTIVE BARGAINING IN THE STATES

State	Is State Unionized?	Does Agreement Cover Wages and Working Conditions?
Alabama	P	-
Alaska	Y	Y
Arizona	N	-
Arkansas	N	-
California (DPA)	Y	Y
California (SPB)	Y	Y
Colorado	N	-
Connecticut	Y	Y
Delaware	P	Y(b)
Florida	Y	Y
Georgia	N	-
Hawaii	Y	Y
Idaho	N	
Illinois	Y	Y
Indiana	N	-
Iowa	Y	Y
Kansas	N	
Kentucky	N	
Louisiana	Y	Y(a)
Maine	Y	Y
Maryland	P	
Massachusetts	Y	Y
Michigan	Y	Y
Minnesota	Y	Y
Mississippi	N	
Missouri	Y	-
Montana	Y	Y
Nebraska	P	
Nevada	N	
New Hampshire	Y	
New Jersey	Y	Y
New Mexico	Y	Y(a)
New York	Y	Y
North Carolina	N	
North Dakota	N	
Ohio	Y	Y
Oklahoma	N	
Oregon	Y	Y
Pennsylvania (CSC)	Y	Y
Pennsylvania (BP)	Y	Y
Rhode Island	Y	Y
South Carolina	N	
South Dakota	P	
Tennessee	N	
Texas	N	
Utah	N	
Vermont	Y	Y
Virginia	N	
Washington	Y	Y(a)
West Virginia	N	-
Wisconsin	Y	Y
Wyoming	N	
TOTAL fully unionized	27	States with wage work Conditions covered 22

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY: P = Partially unionized.
Y = Fully unionized, fully covered.
N = Not a union state.

(a) = Working conditions only.
(b) = Working conditions only for merit system employees; wages and working conditions for employees exempt from the merit system.

Collective Bargaining

Collective bargaining has remained relatively stable in the states. In 1982, the **Book of the States**, published by the Council of State Governments, reported 27 states had union agreements.

In this survey, 22 jurisdictions reported that their work forces were fully unionized. Five states, Alabama, Delaware, Maryland, Nebraska and South Dakota, reported that only portions of their work forces were unionized. Jurisdictions also were asked if their union agreements covered both wages and working conditions. Twenty-two jurisdictions responded yes. Louisiana, New Mexico and Washington stated that their agreements exclusively covered working conditions. Table 8 provides a detailed look at each state's response. No states reported agreements that exclusively covered wages.

CHAPTER 4

CLASSIFICATION AND COMPENSATION

Classification Systems

This survey asked several questions about state classification systems, including the date of the most recent review. Table 9 provides a detailed look at individual responses. Nineteen personnel jurisdictions reported a 1986 review of their class systems. Fourteen of those indicated this was an ongoing process. Eleven states have undergone an evaluation since 1980. Twelve states have not conducted a comprehensive review in the past five years. The longest standing system exists in Wisconsin, where the last review took place in 1947.

Missouri and Texas set a legal limit on the number of classifications. Texas requires an evaluation of its systems in conjunction with the budget review process, where one-half the authorized classifications are listed in the biennial Appropriations Act. Missouri reported that comprehensive reviews are never conducted, only sections of the classifications plan are evaluated.

Thirty-seven states reported that their classification systems were based exclusively on statutory authority. The remaining jurisdictions had some combination of statute, regulation and constitutional authority, with the exception of Alabama, which authorizes classifications from state personnel board rules.

The number of classifications varies. South Dakota reported the fewest at 510. New York had the most, with over 7,000. The norm for the states averages 1,837 among the 51 jurisdictions responding to the question.

Compensation

Thirty-five states reported their compensation system was established by statute. Four are a combination of statutory authority and collective bargaining agreements. The remaining states enacted their compensation plans through some combination of statute and regulation. Additional information on compensation factors appears in Table 13 on page 27.

TABLE 9
CLASSIFICATION AND COMPENSATION PLANS

State or Jurisdiction	Legal Basis for Classification Plan	Current Number of Classifications	Required Periodic Comprehensive Review of Plan (a)	Most Recent Review	Legal Basis for Compensation Plan
Alabama	(b)	1,340	*/5	1982	S,R
Alaska	S	1,000	—	1985	S
Arizona	S,R	1,450	—	1986(c)	S,R
Arkansas	S	2,100	—	1980	S
California	C,S	4,400	*/2	—	S
Colorado	C,S	1,600	—	1975(d)	C,S
Connecticut	S	2,500	—	1986(c)	S,CB
Delaware	S	1,100	—	1986	S
Florida	S	1,839	—	1985	S
Georgia	S	1,900	—	1978	S
Hawaii	S,R	1,583	—	1985	S,R
Idaho	S	1,100	*/2	—	S
Illinois	S	1,600	—	1986(c)	S
Indiana	S	1,525	—	1986(c)	S
Iowa	S	1,200	—	1985	S
Kansas	S,R	1,200	—	1986(c)	S,R
Kentucky	S,R	1,462	—	1982	S,R
Louisiana	C	2,440	—	1986	C
Maine	S	1,497	*/10	1982	CB
Maryland	S	3,000	—	1982	S
Massachusetts	S	850	—	1980	S,CB
Michigan	C	1,766	—	1980(h)	C
Minnesota	S	1,794	—	1986(c)	S,CB
Mississippi	S	1,700	—	1986(c)	S
Missouri	S,R	1,088(e)	—	(f)	S
Montana	S,R	1,500	—	1985	S,R
Nebraska	S	1,400	—	1969	S
Nevada	S	1,200	*/5	1986(c)	S
New Hampshire	S	1,470	—	1950	S
New Jersey	S,R	6,500	—	1986(c)	S,R
New Mexico	S	900	—	—	S
New York	S	7,300	—	1956	S
North Carolina	S	5,012	—	1969	S
North Dakota	S	900	—	1986(c)	S
Ohio	S	1,717	—	1976	S
Oklahoma	S	1,136	—	1981	S
Oregon	S	1,385	—	1986(c)	S,CB
Pennsylvania	S,R,E	2,700	—	1970	S,R,E
Rhode Island	S	1,500	—	1957	S
South Carolina	S	2,400	—	1979	S
South Dakota	S,R	500	—	1986	S,R
Tennessee	S	1,409	—	1986	S
Texas	S	1,324(e)	*/1	(g)	S
Utah	S	2,100	*/5	1986	S
Vermont	S	1,063	—	1986(c)	S
Virginia	S	2,100	—	1981	S
Washington	S	2,681	—	1986(c)	S
West Virginia	S	950	—	1986	S
Wisconsin	S	2,011	—	1967	S
Wyoming	S	1,100	—	1976	S
Puerto Rico	S	1,131	—	1986(c)	S

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY:
C-Constitution
S-Statute
R-Regulation
E-Executive order
CB-Collective bargaining
NA-Not available

(a) In this column, the * indicates a required periodic comprehensive review and the number after slash represents the frequency (in years) of required review.
(b) Authorization from state personnel board rules.
(c) Ongoing review. In Illinois, ongoing since 1969.
(d) Incremental reviews have been conducted, based on 1975 comprehensive review.
(e) Legal limit on number of classifications. Missouri-1,100; Texas-1,324 changes every 2 years in accordance with Appropriations Act.
(f) No comprehensive reviews; only reviews of sections of plan.
(g) With budget review.
(h) New review started in 1986.

CHAPTER 5

BENEFITS

The comparability of categories of state employee benefit programs varies. For this reason, states were asked to update information compiled in 1985 by the Assembly on Governmental Employees. The tables that follow address specific data about the administration of state benefits. Table 10 begins with what is perhaps the most varied of the benefit categories, other benefits.

Other Fringe Benefits

As the heading indicates, this section contains information on a variety of unrelated benefits that could not be placed in any definitive category.

Forty-five states report that a deferred compensation program, which allows an employee to set aside a portion of his or her income until the time of retirement, is either currently in effect or soon will be implemented.

In all states except Georgia, uniforms are provided to some state employees. Tools and equipment are provided to employees in all states except Illinois, Montana and North Carolina.

Thirty-eight states provide free parking to state employees at the work site. Often, this benefit is dependent upon the availability of space.

Thirty states report that the cost of moving household goods, when an employee is asked by the state to relocate, is paid by the employer. Twenty states pay travel costs incurred by an employee resulting from a move at the state's request, per diem is paid in 17 states, house hunting is covered in 13 and real estate fees are paid in five states.

All states indicate that employees have access to a grievance procedure to resolve differences. However, grievance procedures vary from state to state, with the number of steps involved ranging from three to six. (Most states report a four- or five-step procedure). Twenty-six states indicated the final step in their grievance procedure is binding arbitration. (Most in this group have formal collective bargaining for employees).

Thirty-nine states report that rest periods provided for employees during the work day are considered as paid time. Four states failed to respond to this question and six states indicated that rest periods are not paid time. In direct contrast, only four states report that lunch periods are considered to be paid.

TRADITIONAL EMPLOYEE BENEFITS

Leave Policies

State employees earn time off for vacations and sick leave based on their status (full time, part-time) and their continued years of employment. Table 11 provides a detailed look at a variety of traditional benefits, including annual leave, sick leave and paid holidays. In addition, it provides a look at state policies on maternity and paternity leave, as well as provisions for child care on state property.

Just as with all the topics discussed in this manual, employee benefits vary. Puerto Rico provides 30 days annual leave for its employees and 19 state holidays. Listed below, is an average of these selected benefits as they are offered in the states and the territories.

TABLE 10
OTHER BENEFITS

	MISCELLANEOUS					MOVING ALLOWANCES				GRIEVANCE PROCEDURE		REST AND LUNCH POLICIES	
STATE	Deferred Compensation Available	Uniforms Provided by State	Tools & Equipment Provided by State	Free Parking Provided	House Hunting	Moving of Goods	Real Estate Fee	Per Diem Costs	Travel Costs	Number of Steps	Final Step Binding	Paid Time for Rest	Paid Time for Lunch
Alabama	yes	yes	yes	yes	no	yes	no	no	no	varies	no	yes	no
Alaska	yes	yes	yes	yes	yes(a)	yes(a)	no(a)	yes(a)	yes(a)	4	yes	yes	no
Arizona	yes	varies	varies	yes	no	no(b)	no	no	no	3 or 5	no	yes	no
Arkansas	yes	yes	yes	yes	no	no	no	no	no	7	no	yes	yes
California	yes	yes	yes	no	no	yes	yes	yes	yes	5	yes	yes	no
Colorado	yes	yes	yes	varies	no	no	no	no	no	4	no	no	no
Connecticut	yes	yes	yes	yes	no	no	no	no	no	4	yes	yes	no
Delaware	yes	yes	yes	no	no	no(d)	no	no	no	4	no	yes	no
Florida	yes	yes	yes	varies	no	yes	no	yes	yes	varies	yes	yes	no
Georgia	yes	no	yes	varies	no	no	no	no	no	3-4	no	yes	no
Hawaii	yes	yes	yes	no	no	no	no	no	no	4	yes	yes	no
Idaho	yes	yes	yes	no	no	no	no	no	no	4	yes	yes	yes
Illinois	yes	yes	no	yes	yes	yes	no	yes	yes	4	yes	yes	no
Indiana	yes	yes	yes	yes	no	no	no	no	no	3	yes	yes	no
Iowa	yes	yes	yes	yes	yes	yes	yes	yes	yes	4	yes	yes	yes
Kansas	yes	yes(c)	yes	no	no	yes	no	no	no	3-5	no	yes	no
Kentucky	yes	yes	yes	yes	no	yes	no	no	no	5	yes	yes	no
Louisiana	yes	yes	yes	yes	no	no	no	no	no	3	no	no	no
Maine	yes	yes	yes	yes	no	yes	no	no(e)	no(e)	4	yes	yes	no
Maryland	yes	yes	yes	varies	no	yes	no	no	no	3	no	no	no
Massachusetts	yes	yes	yes	varies	no	no	no	no	no	3	yes	yes	no
Michigan	yes	yes	yes	varies	yes	yes	no	yes	yes	4	no	yes	varies
Minnesota	yes	yes	yes	varies	yes	yes	yes	yes	yes	4	yes	yes	no
Mississippi	yes	yes	yes	yes	no	no	no	no	no	3	no	varies	no
Missouri	yes	yes	yes	no	no	no	no	no	no	varies	no	yes	no
Montana	yes	yes	no	yes	yes	yes	no	yes	yes	4	yes(f)	yes	no
Nebraska	yes	yes	yes	varies	yes	yes	no	yes	yes	3	yes	yes	no
Nevada	yes	yes	yes	yes	no	yes	no	yes	yes	5	yes	yes	no
New Hampshire	yes	yes	yes	yes	no	yes	no	no	no	4	yes	—	—
New Jersey	yes	yes	yes	yes	no	no	no	no	no	5	no	yes	no
New Mexico	yes	yes	yes	yes	yes	yes	no	no	yes	varies	no	yes	no
New York	no	yes	yes	varies	no	yes	no	no	yes	4	yes	varies	
North Carolina	yes	yes	no	no	yes(g)	yes	no	yes(g)	yes(g)	4	yes	no	no
North Dakota	yes	yes	yes	yes	no	yes	no	no	no	4	no	yes	no
Ohio	yes	yes	yes	no	no	no	no	no	yes	4	yes	—	—
Oklahoma	no	yes	yes	yes	no	no	no	no	no	5	no	—	—
Oregon	yes	yes	yes	no	yes	yes	no	yes	yes	4	yes	yes	no
Pennsylvania	no	yes	yes	varies	no	yes	no	yes	yes	5	yes	yes	no
Rhode Island	yes	varies	yes	varies	no	no	no	no	no	4	yes	yes	no
South Carolina	yes	yes	varies	varies	no	yes	no(h)	no	no	4	no	no	no
South Dakota	no	yes	yes	yes	no	yes	no	no	yes	varies	no	—	—
Tennessee	yes	yes	yes	no	yes	no	yes	yes	5	no	yes	no	
Texas	yes	varies	yes	varies	no	yes	no	varies	varies	varies	no	yes	no
Utah	yes	yes	yes	yes	no	yes	no	varies	varies	5	no	yes	no
Vermont	yes	yes	yes	yes	no	yes	no	no	no	4	no	yes	no
Virginia	yes	yes	yes	varies	yes(i)	yes(i)	yes(i)	yes(i)	yes(i)	4	no	yes	yes
Washington	yes	yes	yes	varies	no	yes	no	yes	yes	3 or 4	yes	yes	no
West Virginia	no	yes	yes	no	no	no	no	no	no	3	no(j)	yes	no
Wisconsin	yes	yes	yes	no	no	yes	no	no	yes	4	yes	yes	—
Wyoming	yes	yes	yes	varies	no	yes	no	no	no	5	no	yes	no

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

FOOTNOTES:

(a) **Alaska** - Moving allowances vary, depending on the level of position and availability.
(b) **Arizona** - Department of Transportation provides allowance for moving household goods.
(c) **Kansas** - Uniform allowance is provided. (No information available on amount).
(d) **Delaware** - No statewide policy on moving allowance, but some agencies allow in certain narrowly defined situations under a departmental policy.
(e) **Maine** - Temporary relocations expenses may be paid if employee is given less than 90 days notice of relocation date. Expenses will be paid for the number of days difference between 90 days and actual number of days of notice given.
(f) **Montana** - Binding arbitration as final step of grievance procedure is only for employees covered by collective bargaining contracts (approximately 50% of employees).
(g) **North Carolina** - House hunting expenses are covered to a maximum of three round trips by automobile, plus meal costs for one day; special per diem expenses cover subsistence allowance not to exceed five days; travel expenses cover mileage for one-way trip (maximum - 2 cars), plus meal costs.
(h) **South Carolina** - Moving expenses are allowable when a state agency can demonstrate that paying such expenses is necessary to fill a position.
(i) **Virginia** - Moving allowances are granted only in cases of hard to fill positions.
(j) **West Virginia** - The third step Hearing Board's decision is reviewed by Civil Service Commission which issues a final, binding order.

TABLE 11
SELECTED EMPLOYEE LEAVE POLICES

State or Jurisdiction	Annual Leave Accrual (in days per year) First Year	Fifth Year	Sick Leave Accrual (days per year)	Paid Holidays	Maternity Leave Treated as Sick Leave and/or Annual Leave or Leave Without Pay or Other Provisions	Paternity Leave Treated as Sick Leave and/or Annual Leave or Leave Without Pay or Other Provisions	Child Care on State Property
Alabama	13	16.25	13	13	*	—	
Alaska	15	18	15	10	(a)	—	
Arizona	12	15	12	12	*	—	
Arkansas	12	18	12	11	*	—	
California	10	15	12	13	(a)	(b)	
Colorado	12	15	15	11	*	*	
Connecticut	12	15	15	12	*	*(c)	*(d)
Delaware	15	15	15(i)	13	*	*	
Florida	13	16	13	9	*	—	*(h)
Georgia	15	15	15	12	*	—	
Hawaii	21	21	21	13	(a)	(b)	
Idaho	12	15	12	9	*	—	*
Illinois	10	10	12	12	*	—	*
Indiana	12	15	5(d)	12	*	—	
Iowa	12	15	18	10	*	(b)	
Kansas	12	15	12	11	*	(b)	
Kentucky	12	12	12	12	*	(b)	
Louisiana	12	18	12	12	—	—	
Maine	12	15	12	11	(a)	—	
Maryland	10	10	15	14	*	—	
Massachusetts	10	15	15	13	*	—	*(d)
Michigan	13	15	13	13	—	*	
Minnesota	13(e)	13(e)	13	11	*	*	*(d)
Mississippi	18	21	12	10	—	*	
Missouri	15	15	15	11	*	—	
Montana	15	15	12	11	*	—	
Nebraska	12	15	12	12	*	(b)	
Nevada	15	15	15	9	*	*	
New Hampshire	12	15	15	12	*	—	
New Jersey	12	15	15	13	*	*	
New Mexico	15	15	12	9	—	—	
New York	14	18	13	12	*	*	*
North Carolina	11.75	16.75	12	11	*	(b)	
North Dakota	12	15	12	9	*	—	
Ohio	10	10	7	10	*	*	*(h)
Oklahoma	15	18	15	—	*	*	
Oregon	10	15	12	10	*	*	
Pennsylvania	10.4(f)	15.6(f)	13	10	*	*	
Rhode Island	10	15	15	11	(a)		(h)
South Carolina	15	15	15	11 to 13	*	—	
South Dakota	15	15	14	9	*	*	
Tennessee	12	18	12	11	*	—	
Texas	10.5	13.5	12	14	*	*	
Utah	13	13	13	11	*	—	*(h)
Vermont	12	15	12	13	(a)	*	
Virginia	12	15	15	11	*	*	
Washington	12	15	12	11	*	*	*
West Virginia	15	18	18	14	*	—	
Wisconsin	10	15	13	11.5	*	*	
Wyoming	12	15	12	9	—	—	
Puerto Rico	30	30	18	19	(a)	—	

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

KEY:

(a) Formal provision for maternity leave - Alaska, California, Vermont, Puerto Rico, Rhode Island. After using sick leave, employee can acquire "child care" leave - California, Hawaii. Determined by union contract - Maine, Rhode Island.

(b) After using sick leave, employee can acquire "child care" leave - Hawaii. Annual leave available for family needs - Iowa and Kansas (five days), Kentucky (varies). Contingent upon approval of agency head - Nebraska, North Carolina and Rhode Island. California provides up to 12 months unpaid parental leave to care for newborn child.

(c) Three days of sick leave as paternity leave.

(d) Full time employees with over five years of service who have used all annual and sick leave, may apply for sick leave at the rate of one week for each year of service.

(e) Managerial personnel receive 19 1/2 days.

(f) As part of a collective bargaining agreement, new state employees (those hired since July 1, 1985) receive only 5.2 annual leave days in their first year of employment and 10.4 in their fifth year.

(g) Limited.

(h) Pilot study - Ohio, Utah Department of Health and Florida Department of Administration.

(i) Increased to 18 days and 21 days after 10 years and 15 years of service, respectively.

Average State Worker Benefits

Annual leave days	13 1st year 15.6 5th year
Sick leave days	13.4 1st year
Paid holidays	11.3 annually
Maternity leave	Forty states treat maternity leave as leave without pay or sick leave.
Paternity leave	Six states allow paternity leave; 19 states treat paternity leave as leave w/o pay or sick leave.
Child Care	Ten states have some provision for on-site day care.

Group Health Insurance Plans

The wide variety of health insurance programs available to state employees makes it very difficult to develop meaningful data. Comparisons among states can be made on a simple dollar for dollar basis. However, the question of the adequacy or superiority of any state's health coverage is too complicated to undertake in a survey of this type.

Therefore, a decision was made to report on the amount of money expended by each state for the basic coverage levels--- employee only and family coverage. The costs reported for both types of plans are for the **best** or **highest level** of coverage available in each state.

Several points can be made based on the data presented. Twenty-six states reported that an employee pays nothing for individual coverage--the entire premium is paid by the state. In contrast, only eight states report that the entire premium cost for family plan coverage is paid by the state.

In a majority of cases, states contribute a portion of the additional costs for family coverage. However, in 14 states this is not true. In these states, the same amount of money is paid toward both individual and family coverage.

Forty-nine of the 50 states provide - or make available - health insurance coverage for retirees. Even in the 22 states that do not contribute toward the premium cost, the availability of group rates usually will insure a savings compared to non-group costs. Twenty-six states pay for all or some portion of a retired employee's health insurance premium. In several of these states, this arrangement is the same employer/employee breakdown that applies to active workers.

Thirty-six states reported that dental insurance is provided or made available to employees. In most cases, the state pays for all or a major portion of the premium. Table 12 provides a detailed view of health insurance plans.

TABLE 12
HEALTH INSURANCE

	ACTIVE EMPLOYEES				RETIRED EMPLOYEES		DENTAL INSURANCE			
	MONTHLY COST TO STATE		MONTHLY COST TO EMPLOYEE				MONTHLY COST TO STATE		MONTHLY COST TO EMPLOYEE	
STATE	Employee Only Covered	Family Coverage	Employee Only Covered	Family Coverage	Monthly Cost to State	Monthly Cost to Retiree	Employee Only Covered	Family Coverage	Employee Only Covered	Family Coverage
Alabama	$ 95.91	585.91	$ 0	582.50	0	82.50	58.41	—	$ —	
Alaska	100%	230.86(a)	0	0	191.85(a)	0	100%	100%	0	0
Arizona	86.78	167.86	1.00	62.08	0	87.78	7.32	16.88	1.00	8.60
Arkansas	55.00	55.00	30.84	67.68	0	75.84	not available			
California	86.00	259.00	varies(b)	varies(b)	same as active		100%	100%	0	0
Colorado	53.12	53.12	12.00	121.00	same as active(c)		0	0	7.50	18.50
Connecticut	98.31	191.25	0	66.55	60%	40%	8.60	21.00	0	5.31
Delaware	77.08	189.60	20.30	48.78	36.58	19.32	0	0	7.58	18.80
Florida	45.30	122.80	15.18	55.66	0	80.28(d)	0	0	7.50	22.50
Georgia	66.55	122.05	13.66	59.80	same as active		not available			
Hawaii	26.06	80.54	37.52	80.86	174.30	0	footnote (e)			
Idaho*	69.52	79	0	63.60	16.00	67.00	(f)	(f)	0	8.00
Illinois	71.37	96.32	0	121.02	same as active		3.65	3.80	0	0
Indiana	72.45	145.01	1.56	26.66	0	179.00	6.13	16.25	0	0
Iowa	75.06	113.56	0	59.12	0	172.66	5.82	5.82	0	9.32
Kansas	83.42	83.42	0	127.15	0	83.42	footnote (g)		0	9.86
Kentucky	69.79	69.79	0	varies	69.79	varies	0	0	5.241	13.70
Louisiana	0	0	17.40	15.38	same as active		not available			
Maine	67.06	119.65	0	68.59	67.06	0.(h)	8.00	NA	0	NA
Maryland	32.62	95.06	varies	varies	same as active		not available			
Massachusetts(i)	108.79	256.07	16.99	36.87	same as active		footnote (i)			
Michigan										
Minnesota	69.30	159.00	0	8.90	0	51.28	11.60	15.30	0	11.96
Mississippi	72.00	69.00	0	89.00	0	36.50	varies footnote (j)			
Missouri	66.00	66.00	0	109.00	3.00	81.50	not available			
Montana	86.40	86.40	0	26.40	0	86.00	11.60	0	0	18.00
Nebraska	46.62	153.23	11.36	39.95	not provided		not available			
Nevada	112.50(k)	103.80	0	(k)	16.81	varies	footnote (k)			
New Hampshire	36.33	157.09	0	0	same as active		9.43	26.02	0	0
New Jersey	58.93	163.87	0	0	100%	0	7.37	23.51	7.37	23.51
New Mexico	108.51	130.75	22.61	72.35	0	202.60	0	0	7.22	15.47
New York	83.57	160.11	9.30	35.47	83.57	9.30	varies	varies	0	0
N Carolina(l)	63.82	63.82	26	89.76	same as active		not available			
N Dakota	30.00	140.06	0	22.00	0	162.00	not available			
Ohio	68.95	165.27	25.00	81.13	varies	varies	5.86	14.66	0	0
Oklahoma	96.95	96.95	0	108.10	0	57.00	16.80	16.80	0	24.66
Oregon	81.68(m)	161.54	0	0	0	varies	26.61	26.61	0	0
Pennsylvania	136.77	136.77	0	0	105.35	0	29.70	29.70	0	0
Rhode Island	79.56	201.30	0	0	0	71.00	16.77	16.16	0	0
S Carolina	67.27	67.27	7.26(n)	77.88	67.27	7.26(n)	9.88	9.88	0	21.34
S Dakota	53.30	53.30	0	123.62	0	108%	not available			
Tennessee	66.87	116.89	31.00	90.89	0	112.11	not available			
Texas	87.10	87.00	0	88.36	same as active		not available			
Utah	69.75	195.05	0	0	0	100%	5.79	16.75	2.14	3.96
Vermont	45.60	120.60	16.85	30.11	17.74(p)	6.60	21.21	21.21	0	0
Virginia	65.00	116.48	0	68.30	0	166.28	not available			
Washington	141.67(q)	141.67(q)	0	0	0	183.65	24.30	24.30(q)	0	0
West Virginia	36.00	134.00	25.20	57.60(o)	84.00	132.00	not available			
Wisconsin	72.69	181.89	12.01	26.00	0	100%	not available			
Wyoming	100.00	100.00	2.86	111.42	0	85.95	footnote (q)		0	0

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

FOOTNOTES:

(a) **Alaska** - The figure shown ($230.84) includes cost of dental insurance. Retirees' insurance does not include dental insurance which may be purchased: $22.50/mo.-individual, $53.00/mo.-family.

(b) **California** - Plan options vary in cost to employee from no cost to $17 per month.

(c) **Colorado** - If less than 20 years service, the retiree pays 5% of premium for each year less than 20.

(d) **Florida** - Premium for retirees with Medicare is $55.30 per month.

(e) **Hawaii** - Dental insurance coverage is provided to an employee's unmarried dependent children under age 19. State pays entire monthly premium of $5.28 per child.

(f) **Idaho** - FY 87 dental premium $98.88/employee is being paid directly from group insurance account.

(g) **Kansas** - Cost to state for dental insurance is included in the amount shown for health insurance.

(h) **Maine** - No cost to retiree for individual coverage, dependent coverage costs vary from $40.76 to $55.96 per month depending on option selected.

(i) **Massachusetts** - Figures shown for Blue Cross/Blue Shield with catastrophic illness coverage only. Employees may opt to enroll in one of 20 health care organization plans instead of the BC/BS plan. Dental insurance coverage is available through the collective bargaining unit representative.

(j) **Mississippi** - Dental insurance, intensive care, cancer insurance and some wrap around style policies are available in some state agencies based on management and employee interest in same. However, these are not official state mandated plans and the benefits and costs vary.

(k) **Nevada** - The $112.35 figure includes dental insurance. Monthly cost to employee — $45.02 (1 dependent); 69.73 (2 dependents). Retirees' health insurance cost may vary depending on whether they are over or under 65, number of dependents and whether or not they have parts A and B of Medicare.

(l) **North Carolina** - As of July 1, 1986, employees can choose between the NC Comprehensive Health Benefit Plan or three different HMO's.

(m) **Oregon** - Several plans are available. There are 22 different representation groups, each with different contribution rates. The average state contribution is $171.00 per month (medical and dental). The employee contribution ranges from nothing to $116.00 per month. Retirees' rates are not the same as active employees. Cost to employee for family dental coverage ranges from nothing to $32.00 per month. The majority of employees do not pay for dental coverage. * Rates are for unrepresented employees. Rates and contribution amounts differ between the various representation (unions, etc.) groups.

(n) **South Carolina** - Health insurance plan options vary in cost to employee and retiree from nothing to $7.58 per month.

(o) **West Virginia** - After the first year of employment, the state assumes full premium costs for health insurance.

(p) **Vermont** - Rate for Medicare eligible retiree only. Monthly cost of family plan with two Medicare eligible persons is $48.28; state 12.07 retiree. Several other categories are possible.

(q) **Washington/Wyoming** - Dental insurance is available. Premium costs are included in the amounts shown for health insurance. No further breakdown was provided.

Compensation Factors

The 40 hour work week is the norm in state employment with 35 of the 50 states reporting this figure. Eleven states indicated that employees work a 37 1/2 hour week, one state reported a 35 1/2 hour week, and three states reported a 35 hour week. All of this and more is detailed in Table 13.

The question of overtime and how employees are compensated is one which produced many different responses. In developing the survey used to solicit information from the states, the distinctions between employee types (exempt and non-exempt) used in the Fair Labor Standards Act were followed. The states treatment of "exempt" employees (professional, executive and administrative) falls into three main categories. The largest group (22 states) reported that employees receive hour for hour compensatory time for overtime worked. In 12 states, "exempt" employees received no compensation at all for overtime worked. Twelve states reported a choice of either hour for hour time-off or hour for hour cash payment for overtime worked.

Twenty-three states report that the non-exempt employees generally receive time and a half payment or time and a half compensatory time. Thirty-five states report employees are compensated while in a "stand by" status, where they are on call for duty at any time. Forty-three states report that a shift differential is paid to employees working the evening or night shifts. The formulas used varied considerably; some states pay a flat percentage of salary in addition to regular salary levels, while other states pay extra in the form of added cents per hour.

Hazardous duty pay is provided in only 21 states and often only in very select occupations.

Twenty-four states report that some form of longevity plan is in effect, which augments the salary of long-term employees.

Every state pays a travel reimbursement allowance for use of a private vehicle on state business, with the average being 22 cents per mile.

Forty-seven states provide auto liability insurance on state-owned vehicles, but only 11 states provide it on privately owned vehicles used on state business.

Per diem meal expenses for in-state travel also appear on the table along with in-state per diem lodging.

TABLE 13
COMPENSATION FACTORS

STATE	Average Hrs. Work Per Week Exempt Employees	Non-Exempt Employees	Stand-by Pay	Shift Differential	Hazardous Duty Pay	Longevity Plan	Mileage** Cents/Mile	Auto Liability Insurance	Per Diem Breakfast Dollars	Per Diem Lunch Dollars	Per Diem Dinner Dollars	Per Diem Lodging Dollars
Alabama	40	a	f	no	no	no	no	22	yes[A]	------$40.00 total------		
Alaska	37.5	d	d	yes	yes	yes	yes	30	yes	6.00[B]	9.00[C]	16.00[C] 80.00[C]
Arizona	40	none	e	no	yes	yes	no	21	yes[A]	------$40.00 total D------		
Arkansas	40	a	a	no	yes	no	no	21	yes	------$42.00 total------		
California	40	a	f	yes	yes	no	no	20.5	yes	4.00	7.00	13.00 47.00
Colorado	40	a	b	yes	yes	no	yes	20	yes	4.00[D]	5.00[D]	11.00[D] actual[D]
Connecticut	35[1]	a	d	yes	yes	yes	yes	varies	yes[A]	varies[D]	0[D]	variesD varies[D]
Delaware	37.5	e	f	yes	yes	yes	yes	22	yes[A]	------actual expenses------		
Florida	40	a	d	yes	yes	no	no	20	yes	3.00[D]	6.00[D]	12.00[D] actual[D]
Georgia	40	a	a	no	yes	no	yes	21	yes	5.00[D]	5.50[D]	12.50[D] actual[D]
Hawaii	40	f	f	yes	yes	yes	yes	30	yes	------$45.00 total D------		
Idaho	40	a	f	no	no	no	yes	20.5	yes	3.75[D]	5.25[D]	8.25[D] actual[D]
Illinois	37.5	e	d	yes	yes	no	no	19	yes	3.50	3.50	11.00 30.00
Indiana	40	none	d	no	no	no	no	24	yes	5.00	0	10.00 42.00
Iowa	40	a	f	yes	yes	no	no	24	yes	3.00	3.25	7.75 25.00
Kansas	40	none	f	yes	yes	no	yes	22	no	------$40.00 total D------		
Kentucky	37.5	a	d	no	yes	no	no	18	yes	3.00	3.00	8.00 35.00
Louisiana	40	a, e, a or d		no	yes	yes	no	21	yes	4.00[D]	5.00[D]	9.00[D] 40.00[D]
Maine	40	none[1]	f	yes	yes	no	no	22	yes[A]	3.00[D]	4.50[D]	9.00[D] actual[D]
Maryland	37.5[1]	a	d	no	yes	no	no[2]	14	yes[A]	3.00	3.75	9.25[B] actual
Massachusetts	37.5	none	d	yes	yes	no	no	22	yes	5.50	4.00	7.00 actual
Michigan	40	none	e	yes	yes	yes	yes	24	yes	4.50	5.50	11.75 41.25
Minnesota	40	e	d	yes	yes	no	no	17	yes	6.00[D]	7.00[D]	12.00[D] actual
Mississippi	40	a	b or d	yes	yes	yes	no	20	varies	$18.00-$30.00 total		actual
Missouri	40	e	f	yes	yes	yes	no[1]	17	yes	------actual expenses------		
Montana	40	a	f	yes	no	no	yes	20.5	yes[A]	3.00[D]	1.50[D]	8.00[D] 24.00[D]
Nebraska	40	a	f	no	no	no	no	21	yes	------actual expenses------		
Nevada	40	a	f	yes	yes	yes	yes	24	yes	4.00[D]	5.00[D]	12.00[D] 26.50[D]
New Hampshire	35.5	e	f	yes	yes	yes	yes	25	yes	2.00[D]	3.00[D]	7.00[D] actual
New Jersey	35	a	d	yes	no	no	yes	18	yes[A]	5.00	6.50	13.50 60.00
New Mexico	40	none	f	no	yes	no	no	22	yes	------$48.00 total------		
New York	37.5	a	d	yes	yes	no	no	21	yes[A]	1.50[D]	0[D]	9.50[D] varies[D]
North Carolina	40	a	f	no	yes	no	yes	25*	yes	3.25[D]	4.00[D]	7.75[D] 12.00[D]
North Dakota	40	a	f	yes	yes	yes	yes	20	yes	3.50[D]	5.00[D]	8.50[D] 30.00[D]
Ohio	40	e	f	yes	yes	yes	yes	20	yes	4.00	4.00	11.00 30.00
Oklahoma	40	none	f	no	yes	yes	no	21	yes	------$18.00 total------		
Oregon	40	none	f	yes	yes	yes	no	20	yes	4.00[D]	4.50[D]	10.00[D] 25.50[D]
Pennsylvania	37.5[1]	a	f	yes	yes	yes	no	20.5	yes	4.00	7.00	13.00 28.00
Rhode Island	35	a	a	yes	yes	no	yes	20	no	2.00[B]	3.00[B]	5.00[B] actual
South Carolina	37.5	a	b or d	yes	yes	no	no	21	yes	3.50[D]	4.50[D]	10.00[D] actual
South Dakota	40	a	a	yes	yes	no	no	21	yes	3.50[D]	5.50[D]	7.00[D] 18.00[D]
Tennessee	37.5	a	a	yes	yes	yes	yes	20	yes	4.00[D]	5.00[D]	8.00[D] 30.00[D]
Texas	40	a	b or d	yes	yes*	yes	yes	21	yes	------$70.0 total------		
Utah	40	a	f	yes	yes	yes	yes	20.5	yes[A]	5.00[D]	6.00[D]	12.00[D] actual[D]
Vermont	40	e	f	yes	yes	no	no	20.5	no	3.50[D]	4.20[D]	10.75[D] actual[D]
Virginia	40	none	a or d	no	no	no	no	20.5	yes	------actual expenses------		
Washington	40	e	f	yes	yes	yes	yes	20.5	yes	------$50.00 to $81[E]------		
West Virginia	37.5	none	d	yes	yes	no	yes	20	yes[A]	------$35.00 total------		actual
Wisconsin	40	e	f	yes	yes	yes	yes	21.5	yes[A]	4.75	5.50	12.00 19.00
Wyoming	40	none	d	no	yes	no	yes	25	yes[A]	------$50.00 total------		

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

OVERTIME CODE:

a Hour for hour time off
b 1 1/2 time off
c Hour for hour cash
d 1 1/2 cash payment
e Choice of "a" or "c"
f Choice of "b" or "d"

* For paramedical personnel

** **All mileage figures are cents**

FOOTNOTES:

A. Auto liability insurance is provided for both state-owned vehicles and privately-owned vehicles used on official business. In all other states with a "yes" response, such insurance is only on state-owned vehicles.
B. Per diem rates are for out-of-state travel. No per diem for in-state travel.
C. Alaska - Per diem rates range between $55-96/day, depending on geopgraphic area and include meal allowance. Separate meal payments are made only when employee is not on overnight status.
D. Per diem reimbursement rates shown are for in-state status. The rates for out-of-state expenses vary by 30% or less, except South Carolina, whose out-of-state rates are 71% greater.
E. Washington - Varies $50-$83. Maximum $83 in high cost areas.

1. Average work week (hours) as shown is for majority of state employees. Other employees, such as in institutions, may work more hours per week--up to 40 hours in many cases.
2. Uniformed state police receive an additional 2% increase in salary following 9, 13, 17 and 21 years of service.
3. Missouri - Uniformed highway patrol officers receive 10% increase in salary for each 5 years service.
4. Mileage reimbursement rate varies according to total miles traveled. In North Carolina, rate is .25/mi. for first 75 miles, then drops to .20/mi. for all miles above 75.

Retirement Systems

Participation in a state employee retirement system is mandatory in all 50 states. Forty-five states reported their pension plans require a contribution from the employee, which averages 3.84% of his or her salary. The state contributes a higher percentage of salary (averaging 10.06%) in the 41 states with a set rate. Twenty-three states report that the mandatory retirement age is 70 years or more. Twenty-seven states report that all limitations have been removed. The Federal Age Discrimination in Employment Act took effect on January 1, 1987. The law prohibits discrimination in the work place against anyone 40 or older in such fields as hiring, pay and promotions. The federal law has precedence over existing state laws. The federal law does allow for mandatory retirement of law enforcement personnel, fire fighters and other job categories where age is a bona fide qualification.

The average number of years of service required before an employee is fully vested in a retirement system is 7.42 years of service with no state reporting that more than 10 years of service is needed. Twenty-four states require 10 years and 19 states require 5 years.

Many states require that an employee reach a certain age (mean average: 59.6 years) before eligible to retire with a full benefit. In some states an employee with a specified number years of service is eligible to retire with a full benefit, regardless of age.

The average figures used to determine an employee's retirement benefit are approximately 1.75% x total number of years of service x an employee's average final compensation (AFC), which usually is based on three to five years of highest compensation. Assuming an employee worked for 30 years and then retired, he or she would receive approximately 52.5% of his or her average salary as a retirement benefit.

Forty-three states report that most state employees do participate in the Social Security system, and, therefore, are eligible for Social Security benefits in addition to their pension benefits. The seven states not in the Social Security system are: Alaska, Colorado, Louisiana, Maine, Massachusetts, Nevada and Ohio.

Of these states in which employees participate in both a state retirement system and the Social Security system, only 11 states report that the two systems are integrated. In the remainder of the states, the retirement benefits are totally independent of the Social Security benefits. Two states (New York and Vermont) have implemented new retirement plans in the recent past that are integrated with Social Security, but the majority of employees are unaffected since the integrated plans apply only to new hires. Of course, the number of affected employees continues to rise as older employees retire and new employees enter state service.

Most states provide some form of a cost of living adjustment for retired state workers. Nineteen states indicated that such increases are determined on an ad hoc basis, that is, there is no established or automatic mechanism that triggers an adjustment in benefits. Fourteen states reported that adjustments are made based on changes in the consumer price index, although in most cases, there is a limit on the percentage of increase. Table 14 provides a detailed review.

TABLE 14
RETIREMENT SYSTEMS

STATE	Contribution Rate-% Salary State	Contribution Rate-% Salary Emp	Normal Full Benefit Requirements: Mandatory Retirement Age	Full Vesting	Minimum Age	Years Service	AFC Average Final Compensation Benefits Formula	Employees in Social Security	Integrated Plan	Cost of Living Adjustment
Alabama	7.5%	5.0%	70	10 yr	n/a	30 yr	2.0125% X yrs X AFC(3 yrs)	yes	no	ad hoc
Alaska	13.0%	4.25%	none	5 yr	55 and	5 yr	2.0% X yrs X AFC (3 yrs)	no	no	ad hoc
Arizona(1)	5.5%	5.5%	70	5 yr		(1)	2.0% X yrs X AFC (5 yrs)	yes	no	ad hoc
Arkansas(2)	12.0%	0.0%	70	10 yr	60 and	20 yr	(2)	yes	yes	no
California(3)	15.5%	5.0%	none	5 yr	60	10 yr	(3)	yes	yes	CPI
Colorado(4)	12.2%	5.0%	70	5 yr	55 and	30 yr	2.5% X yrs X AFC (5 yrs)	no	no	CPI
Connecticut(5)	(5)		70	10 yr	—	—	(5)	yes	yes	CPI
Delaware(6)	12.7%	3.0%	70	10 yr	n/a	30 yr	.016% X yrs X AFC (5 yrs)	yes	yes	ad hoc
Florida(7)	13.14%	0.0%	none	10 yr	62	30 yr	(7)	yes	no(7)	——
Georgia(8)	17.86%	0.25%	none	10 yr	65	¼ yr	(8)	yes	no	CPI
Hawaii(9)	22.6%	7.8%	70	5 yr	55	5 yr	2.0% X yrs X AFC (5 yrs)	yes	no	2 1/2%
Idaho	8.89%	5.36%	none	5 yr	60	30 yr	1.67% X yrs X AFC (5 yrs)	yes	no	survey
Illinois	5.8%	4.0%	none	8 yr	60	or 35 yr	(10)	yes	yes	ad hoc
Indiana	varies	3.0%	70	10 yr	65	10 yr	1.1% X yrs X AFC (5 yrs)	yes	yes	ad hoc
Iowa	5.7%	3.7%	none	4 yr	65	and 30 yr	1.25% X yrs X AFC (3 yrs)	yes	no	Legis.
Kansas(11)	4.6%	4.0%	none	10 yr	65	n/a	1.25% X yrs X AFC (5 yrs)	yes	no	ad hoc
Kentucky	7.45%	5.0%	70	5 yr	65	or 30 yr	1.85% X yrs X AFC (5 yrs)	yes	no	ad hoc
Louisiana	10.2%	7.0%	70	10 yr	n/a	30 yr	2.5% X yrs X AFC (3 yrs)	no	no	ad hoc
Maine	16.02%	6.3%	none	10 yr	60	and 25 yr	2.0% X yrs X AFC (3 yrs)	no	no	CPI
Maryland	6.5%	0.0%	70	5 yr	n/a	30 yr	(12)	yes	yes	CPI
Massachusetts	(13)		none	10 yr	55	or 20 yr	(13) (13)	no	no	CPI
Michigan	varies	0.0%	70	10 yr	55	and 30 yr	1.5% X yrs X AFC (5 yrs)	yes	no	ad hoc
Minnesota	3.0%	3.7%	70	10 yr	62	30 yr	1% X last 10 yrs>10) X AFC	yes	yes	ad hoc(14)
Mississippi	8.7%	6.0%	70	4 yr	n/a	30 yr	(15)	yes	no	CPI(15)
Missouri	13.1%	0.0%	70	10 yr	60	and 15 yr	1.3% X yrs X AFC (3 yrs)	yes	no	ad hoc
Montana	6.9%	6.0%	none	5 yr	60	and 30 yr	1.67% X yrs X AFC (3 yrs)	yes	no	ad hoc
Nebraska	(16)		none	5 yr	n/a	n/a	no formula (16)	yes	no	none
Nevada(17)	9.0%	9.0%	none	10 yr	55	30 yr	2.5% X yrs X AFC (3 yrs)	no	no	——
New Hampshire	varies	4.6%	none	10 yr	60	n/a	1.67% X yrs X AFC (3 yrs)	yes	yes	——
New Jersey(18)	Footnote		70	10 yr	55	or 25 yr	1.67% X yrs X AFC (3 yrs)	yes	no	CPI
New Mexico	10.05%	5.45%	none	5 yr	n/a	25 yr	2.0% X yrs X AFC (3 yrs)	yes	no	ad hoc
New York(19)	16.2%	0.0%	none	10 yr	55	n/a	1.66% X yrs X AFC (3 yrs)	yes	no(19)	ad hoc
North Carolina	10.2%	6.0%	none	5 yr	65	or 30 yr	1.57% X yrs X AFC (4 yrs)	yes	no	none
North Dakota	9.12%	0.0%	none	10 yr	65	n/a	1.5% X yrs X AFC (5 yrs)	yes	no	ad hoc
Ohio	13.71%	8.5%	none	5 yr	55	25 yr	2.0% X yrs X AFC (3 yrs)	no	no	——
Oklahoma	14.0%	2.0%	none	5 yr	58	30 yr	2.0% X yrs X AFC (10 yrs)	yes	no	——
Oregon	16.5%	0.0%	70	5 yr	58	n/a	1.67% X yrs X AFC (3 yrs)	yes	no	CPI
Pennsylvania(20)	11.0%	6.25%(20)	none	10 yr	60	or 15 yr	2.0% X yrs X AFC (3 yrs)	yes	no	ad hoc
Rhode Island	12.5%	7.5%	none	10 yr	6	10 yr	(21)	yes	no	yes
South Carolina	(22)	7.0%	none	5 yr	65	30 yr	(22)	yes	no	——
South Dakota	5.0%	5.0%	none	5 yr	65	5 yr	1.0% X yrs X AFC	yes	yes	——
Tennessee	10.0%	0.0%	none	10 yr	60	or 30 yr	(23)	yes	yes	CPI
Texas	7.24%	6.0%	none	10 yr	55	and 30 yr	(24)	yes	no	ad hoc
Utah	6.0%	6.0%	70	4 yr	(26)	30 yr	(25)	yes	no	42
Vermont	11.96%	0.0%	n/a	10 yr	62	and 10 yr	1.25% X yr to 40 X AFC (5)	yes	no(26)	1/2CPI(52max)
Virginia	8.7%	0.0%	70	5 yr	60	and 30 yr	1.5% X yrs X AFC (3 yrs)	yes	no	CPI
Washington	(27)		none	5 yr			(27)	yes	no	CPI
West Virginia(28)	9.5%	4.5%	none	5 yr	60	30 yr(28)	2.0% X yrs X AFC (3 yrs)	yes	no	none
Wisconsin	12.4%	1.0%	70	ten	65	or 30 yr	1.66% X yrs X AFC (3 yrs)	yes	no	none
Wyoming	7.5%	1.75%	none	4 yr	50	and 4 yr	2.0% X yrs X AFC (3 yrs)	yes	no	ad hoc

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

RETIREMENT FOOTNOTES:

1. **Arizona** - Normal full benefits requirements - minimum age 50 and 25 yrs. of service; 62 and 10 yrs. service, or 85 points; age plus service.
2. **Arkansas** - Effective 1/1/78 a new plan became mandatory for all new hires. The formula is: 1.625% X yrs. of service X AFC less 1.25% primary Social Security benefits.
3. **California** - Employee contribution is 5% on salary less the first $513.00. Benefit formula is 2.% X yrs. service X AFC (3 yrs.) less $133.33/ month.
4. **Colorado** - Benefit formula as shown applies to yrs. service up to 20 yrs.; for yrs. service 20-40 the % changes to 1% (maximum benefit: 70% of salary).
5. **Connecticut** - Tier I Plan B - Normal Benefit at age 55/25 yrs. service - 2% up to Social Security wage cutoff, 5% above that (Benefit formula 2% yrs. X AFC (3 yrs.) until age 65; (1% X yrs. X $4,800) + (2% X yrs. X AFC in excess of $4,800) after age 65. Tier I Plan C - employee contribution 5% (Benefit formula 2% X yrs. X AFC (3 yrs.). Tier II normal benefit age 65/10 yrs. service (Benefit formula 1.33% X yrs. X AFC) + (0.5% X yrs. X AFC in excess of breakpoint). Break point rises each year - currently $13,500. Tier I covers all employees hired prior to 10/1/82 and some between 10/1/82 and 6/30/84. Tier II Covers all employees hired after 6/30/84. The largest number of employees is covered by Tier I, Plan B. Mandatory retirement all plans, 70.
6. **Deleware** - Employee contribution 3% for employees hired after 7/1/76, 5% for employees hired before 7/1/76, 3% for all employees effective 7/1/86. Mandatory retirement at 70; with ability to request a one yr. extension each year. Benefit formula. Plan in effect July 1, 1976, integrated with Social Security. Benefit under new plan cannot exceed 75% of AFC.
7. **Florida** - Retirement plans are not integrated with Social Security. Benefit formula 1.6% X yrs. X AFC (5 yrs.), increase to 1.65% at age 65 or 33 yrs. service.
8. **Georgia** - Has two retirement plans – (1) Those employed prior to 7/1/82 may draw full retirement with 34 yrs. service, regardless of age; (2) Those employed 7/1/82 or later must work till age 65 to draw full benefits.
9. **Hawaii** - Non-contributory plan in effect 1/1/85. Employees in existing plan have option to remain or join new plan. All new hires must join new plan.
10. **Illinois** - Benefit formula is (1% X 1st 10 yrs. +1.1% X 2nd 10 yrs. + 1.3% X 3rd 10 yrs. 1.5% X yrs. over 30) X AFC.
11. **Kansas** - Benefit formula is: 1.4% X yrs. service X AFC (5 yrs.) for service prior to 7/1/82.
12. **Maryland** - Revised system in effect 1/1/80 is integrated with Social Security. Employees contibute 0% up to wage base and 5% above it. Benefit formula is: .8% up to integration level +1.5% above level X yrs. X AFC (3 yrs.); state contributes 6.5%, 5 yrs./fully vested, full retirement at age 62 or 30 yrs. service.
13. **Massachusetts** - Contribution rate based on enrollment date 12/31/74 (up to 5; 7% from 1/1/75 to 12/31/83; 8% 1/1/84 and beyond). Minimum age is set at 55 and 10 yrs. The benefit formula has a varied % based on retirement group and age.
14. **Minnesota** - Benefit formula is (1% X 1st 10 yrs. + 1.5% yrs. over 10) X AFC.
15. **Mississippi** - Benefit formula is 0-19 yrs. 1.5/8% X yrs. X AFC (4 yrs.); 20-29 yrs. 1.3/4% X yrs. X AFC (4 yrs.); 30 + yrs. service 2.0% X yrs. X AFC (4 yrs.). CPI (limited to 2% annually).
16. **Nebraska** - Employee contributes 3.6% of salary on first $24,000 and 4.8% on amount over $24,000. State contributes 5.62% on first $24,000 and 7.50% on amount above $24,000. The state has an annuity purchase plan. Employees may retire as early as 55 with 5 yrs. service. Regardless of when retirement occurs, however, the employee and employer portions are used to purchase an annuity. Therefore, the question of when "normal" full benefits occurs does not apply. Cash on annuities.
17. **Nevada** - 50% of the workforce is on employee/employer paid retirement, each contributing 9%. The movement is to employer paid retirement - currently 17% of payroll. Employees hired after 7/1/85 were required to be placed on employer paid retirement. Employees vested in the plan with 10 yrs. of service also are placed on employer paid retirement. (Salaries are reduced by 8.5% when employees are placed on the employer paid schedule).
18. **New Jersey** - Contribution rate for state and employee ranges from 4.80% - 9.51% based on sex and age at time of entry (averages about 5%).
19. **New York** - Three separate tiers, or plans, based on date employee joined retirement system. Retirements for benefits different, depending on tier, as does benefit formula.
20. **Pennsylvania** - Employee contribution rate for employees hired prior to 7/22/83 is 5%; 7/22/83 and later 6.25%.
21. **Rhode Island** - Benefit formula is 1.7% 1-10 yrs.; 1.9% 11-20 yrs.; 2.4% 21-30 yrs.; 66% 31 yrs.; 71% 32 yrs.; 75% 33 yrs.; % 34 yrs.; 80% 35 yrs. Maximum benefit is 80% of average 3 yrs.
22. **South Carolina** - Contribution rate is 4% of 1st $4,800 and 6% of salary over $4,800. Benefit formula is (1.25% of 1st $4,800 of AFC (3 yrs.) + 1.65% of AFC over $4,800) X yrs. service.
23. **Tennessee** - Benefit formula is (1.5% X yrs. service X AFC (5 yrs.) up to Social Security maximum + 1.75% X yrs. service X AFC above maximum.
24. **Texas** - Benefit formula is (1.5% X 1st 10 yrs. service + 2% yrs. service over 10) X AFC (3 yrs.)
25. **Utah** - Benefit formula is (1.1% X yrs. service prior to 1967 + 1.25% X yrs. service (1967-1975) + 2% X yrs. service after 1975) X AFC (3 yrs.).
26. **Vermont** - State fair employment practices law makes the mandatory retirement age unenforceable.
27. **Washington** - Plan I (hired prior to 10/1/77) state contribution 9.27%, employee contribution 6% with full benefits at age 60 or 30 yrs. service - benefits formula (2% X yrs. X AFC (2 yrs.); Plan II (hired after 10/1/77) state contribution 8.43% employee contribution 4.83% with full benefits at age 65 - AFC (5 yrs.).
28. **West Virginia** - An employee may receive full benefits when age and yrs. of service equal 80. However, minimum retirement age is 65.

Insurance - Various Types

In addition to group health insurance programs, a wide variety of other types of insurance is available in many states. By far the most common of these insurance plans is life insurance. Table 15 shows forty-four states provide life insurance. In the majority of these states, the amount of insurance is based either on the employee's salary or a combination of salary and age. Thirteen states report that the level of insurance is fixed at the same amount for all employees. This fixed level ranged from $2,000 to $18,000.

Thirty-eight states provide accidental death and dismemberment insurance to their employees. In most instances, this coverage is tied in with the life insurance coverage.

Worker's compensation protection universally is provided to state employees, as is unemployment compensation insurance. Beginning in 1978, this protection was federally mandated in all 50 states.

Twenty-nine (58 percent) states provide liability insurance protection for torts acts committed by state employees during the performance of their official duties.

TABLE 15
INSURANCE - VARIOUS TYPES

STATE	Total Liability Insurance	Workers Compensation	Unemployment Compensation	AD & D to Employee	LIFE INSURANCE Provided to Employee	Cost in Cents State $1,000 mo.*	Based on Age	Based on Salary	Fixed Amount	Maximum Dollar Coverage
Alabama	yes	yes	yes	no	no	---	---	---	---	---
Alaska	yes	yes	yes	yes	yes	60	no	no	yes	$2,000
Arizona	yes	yes	yes	yes	yes	28	no	no	yes	$5,000
Arkansas	no	yes	yes	yes	yes	56	yes	yes	no	3 x salary(a)
California	no	yes	yes	no	yes	---	no	no	yes	$5,000 +1/2 salary
Colorado	no	yes	yes	no	yes	11	no	no	yes	$10,000
Connecticut	no	yes	yes	yes	yes	10	no	yes	no	$50,000
Delaware	no	yes	yes	yes	yes	0	yes	yes	no	$15,000
Florida	yes	yes	yes	yes	yes	---	yes	yes	no	no limit
Georgia(Note)	yes	yes	yes	no	yes	(h)	no	yes	no	(e)
Hawaii	yes	yes	yes	no	yes	varies	yes	no	no	$24,000
Idaho	yes	yes	yes	yes	yes		no	yes	no	salary
Illinois	yes	yes	yes	yes	yes	54	yes	yes	no	1/2 salary
Indiana	no	yes	yes	yes	yes	15	no	yes	no	
Iowa	yes	yes	yes	yes	yes	35	yes	no	yes	$10,000
Kansas	yes	yes	yes	yes	yes		no	yes	no	salary
Kentucky	no	yes	yes	yes	yes	21	no	no	yes	$5,000
Louisiana	yes	yes	yes	yes	yes	55	no	yes	no	1 1/2 salary
Maine	yes	yes	yes	yes	yes	18	no	yes	no	salary
Maryland	no	yes	yes	no	no	---	---	---	---	---
Massachusetts	no	yes	yes	yes	yes	80	no	(d)	(d)	(d)
Michigan	no	yes	yes	yes	yes	11	no	yes	no	2 X salary
Minnesota	no	yes	yes	yes	yes	43	no	yes	no	no limit
Mississippi	no	yes	yes	no	yes	21	no	yes	no	$40,000
Missouri	yes	yes	yes	no	yes	28	yes	yes	no	1 x salary
Montana	yes	yes	yes	yes	yes	36	no	no	yes	$10,000
Nebraska	no	yes	yes	no	yes	23	no	no	yes	$10,000
Nevada	yes	yes	yes	yes	yes	50	yes	no	yes	$10,000
New Hampshire	no	yes	yes	yes	yes	16.8	no	no	yes	$10,000
New Jersey	no	yes	yes	yes	yes		no	yes	no	
New Mexico	yes	yes	yes	yes	yes	19.6	no	yes	no	$5,000
New York	yes	yes	yes	yes	no	---	---	---	---	---
North Carolina	yes	yes	yes	yes	no	---	---	---	---	---
North Dakota	yes	yes	yes	yes	yes	28	yes	yes	no	$1,000
Ohio	yes	yes	yes	no	yes	42	no	yes	no	salary
Oklahoma	no	yes	yes	no	yes	36	no	no	yes	$18,000
Oregon	yes	yes	yes	yes	yes		no	no	no	$500,000
Pennsylvania	no	yes	yes	yes	yes	32	yes	yes	no	$40,000
Rhode Island	yes	yes	yes	yes	yes	25	no	yes	no	salary
South Carolina	no	yes	yes	yes	yes	22	no	no	yes	$3,000
South Dakota	no	yes	yes	yes	yes	(b)	no	yes	no	$25,000
Tennessee	yes	yes	yes	no	yes		no	yes	no	$40,000
Texas	no	yes	yes	yes	yes	(g)	no	no	yes	$4,000
Utah	yes	yes	yes	yes	yes	varies	yes	yes	no	$16,000
Vermont	no	yes	yes	yes	yes	27	no	yes	no	no max
Virginia	yes	yes	yes	yes	yes	87	no	yes	no	---
Washington	yes	yes	yes	yes	yes	35	yes	yes	no	$100,000(e)
West Virginia	yes	yes	yes	yes	yes	41	no(f)	no(f)	yes(f)	$10,000(f)
Wisconsin	yes	yes	yes	yes	yes	---	yes	yes	no	salary
Wyoming	yes	yes	yes	yes	no	---	---	---	---	---

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

(a) $150,000 maximum.
(b) Life insurance .5% of salary.
(c) Maximum set at age 57 or at 16 years service. Insurance for employees who are hired after 1972 decreases at 1% per month upon attainment of age 60 until the percentage reaches 40%.
(d) Two types - $5,000 basic coverage as part of the health plan and optional, based on salary rounded down to nearest, thousand, maximum $74,000 overall.
(e) Initiated flexible benefits program, which includes life, dependent life, A D & D, and both short- and long-term disability.
(f) These responses pertain to basic life insurance plan. Additional life insurance up to $50,000 is available as an option to employees.
(g) Cost to the state for life insurance is included in total premium costs paid by the state for health insurance.
(h) Varies - Example: The cost is $48.60 per year at a salary of $12,000.

Note: Georgia initiated a flexible benefits program that includes life, dependent life, A D and D and both short- and long-term disability.

*** Figures shown in this column are cost in cents**

02-Apr-1987

APPENDIX A
NATIONAL ASSOCIATION OF STATE PERSONNEL EXECUTIVES
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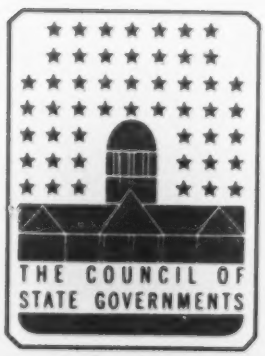

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